

YOUTH JUSTICE PLAN APPENDICES

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Appendix 1



Leicester
City Council

Leicester Youth Justice Management Board

Terms of Reference 2022-23

1. Background

1.1 Youth Offending Services (YOS's) were established nationally in 2000. Performance and standards of YOS's nationally are overseen by the Youth Justice Board (YJB). The YJB stipulates that each YOS must be overseen by a management board. The YJB provide guidance in relation to effective governance by Boards, and the key points can be summarised as follows:

- a) the management board should provide strategic direction with the aim of preventing offending by children and young people.
- b) all statutory funding partners, the local authority, police, national probation service, and health, must be represented on the board.
- c) members of the management board should be empowered with the capacity to make strategic decisions.
- d) the Board should determine how appropriate youth justice services are provided and funded.
- e) the Board should oversee the formulation of a draft youth justice plan.

1.2 The guidance also suggests that in discharging functions relating to youth offending, the board may benefit from considering broader membership. The guidance suggests additional optional partners which could be on an ad hoc basis when required as follows;

- a) youth courts
- b) court legal advisors
- c) community safety managers
- d) housing providers
- e) voluntary sector representatives
- f) local secure establishment
- g) elected members

2. Purpose of the board

2.1 To provide an inter-agency management forum to oversee and monitor the work of the Leicester and Young People's Justice Service to meet the statutory principal aim of preventing offending reoffending by children and young people.

3. The objectives and responsibilities of the Board

3.1 The objectives of the board are as follows:

- a) to take overall management responsibility for the establishment and development of the Leicester Children & Young People's Justice Service (CYPJS)
- b) to provide the formal reporting line and receive regular reports on the progress and work of CYPJS
- c) to take all delegated management decisions not within the authority of the Head of Service Early Help and Prevention.

- d) to provide the necessary budget overview, including the review of agency contributions.
- e) to provide a forum for resolution of inter-agency issues.
- f) to receive and approve the draft Youth Justice Plan prior to final approval by elected members of the partnership authorities.
- g) to monitor and review the progress made in achieving the objectives and performance targets in the annual Youth Justice Plan
- h) through the Head of Service for Early Help and Prevention and the Service Manager for CYPJS ensure that the service is prepared for inspection by the HMIP (HM Inspectorate of Probation) that all requests for information by the Board are met promptly.
- i) to ensure that the work of the CYPJS makes the necessary links with the Leicester, Leicestershire and Rutland Criminal Justice Board, as well as the key strategic links required by the Crime and Disorder Act 1998, particularly those in relation to the wider crime and disorder reduction strategies and specific youth crime reduction strategies.

4. The Method of Operation

4.1 The board will meet on a quarterly basis, holding four meetings a year. The agenda will consist of the following regular items:

- a) Performance (quantitative and qualitative)
- b) Finance
- c) Partnership updates
- d) Exception reporting for Critical Learning Reviews.

4.2 One week prior to each Management Board, the relevant documents will be circulated to all members. The reporting schedules are attached as appendix A. As appropriate, reports will progress through other relevant governance arrangements.

4.3 Meetings are scheduled to last up to 3 hours with minutes taken. Minutes will be circulated to members within 10 working days of the meeting. Administration support will be provided by the Head of Service.

4.4 Management board members are responsible for attending the meeting or sending a nominated representative on their behalf.

4.5 Management Board members are responsible for ensuring key information is shared with their agencies.

The Membership of the Board

Group Members	Role	Contact
Martin Samuels (Chair)	Strategic Director: Social Care and Education Leicester City Council	Martin.Samuels@leicester.gov.uk
Caroline Tote	Divisional Director: Social Care and Early Help Leicester City Council	Caroline.Tote@leicester.gov.uk
Karen Manville	Head of Service: Early Help and Prevention Leicester City Council	Karen.Manville@leicester.gov.uk
Brian Bodsworth	Service Manager – CYP Justice Service Leicester City Council	Brian.Bodsworth@leicester.gov.uk

	Sue Welford	Principle Education Officer (representing Connexions & Education Welfare) Leicester City Council	Sue.Welford@leicester.gov.uk	
	Richard Sword	Director: Capital Projects (representing SEND) Leicester City Council	Richard.sword@leicester.gov.uk	
	Sarah Hancock	Senior Operations Manager Turning Point, Leicester	Sarah.Hancock@turning-point.co.uk	
	Gavin Drummond	Detective Chief Inspector Serious Harm Reduction Unit Leicestershire Police	Gavin.Drummond@leics.police.uk	
	Grace Strong	Director of the Violence Reduction Network	grace.strong@leics.pcc.police.uk	
	Carolyn Maclean Michael Hopkinson (deputy)	Head/ Deputy Head of Leicester, Leicestershire & Rutland Probation Service	carolyn.maclean@probation.gsi.gov.uk Michael.hopkinson@probation.gsi.gov.uk	
	Bob Bearne	Regional Manager, Nottinghamshire & Leicester City Community Rehabilitation Company	Bob.Bearne@rrp.gse.gov.uk	
	Mel Thwaites Elaine Egan Morris (deputy)	Associate Director of Children and Families, Clinical Commissioning Group. CAMHS Transitional Implementation Lead.	Elaine.Egan-Morris@leicestercityccg.nhs.uk Melanie.Thwaites@LeicesterCityCCG.nhs.uk	
	Mamps Gill	Head of I & E Midlands Youth Justice Board	Mamps.gill@yjb.gsi.gov.uk	
	Manjora Bisla	Accountant Leicester City Council	Manjora.Bisla@leicester.gov.uk	
	Rob Howard Clare Mills (deputy)	Consultant Public Health Leicester City Council	Rob.Howard@leicester.gov.uk Clare.Mills@leicester.gov.uk	
	Daxa Pancholi	Head of Service: Community Safety Leicester City Council	Daxa.Pancholi@leicester.gov.uk	
	Jasbir Sanghera	Performance Officer Leicester City Council	Jasbir.Sanghera@leicester.gov.uk	

These Terms of Reference will be reviewed annually, next review date April 2022.

Regular Reporting schedules

Board meeting	Report	Author
End of March 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant

	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of June 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of September 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
Start of Jan 2023	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads

Leicester Youth Justice Management Board

Membership

**Chair of the Board – Martin Samuels Strategic Director, Social Care & Education,
Leicester City Council**



- Martin has spent the past decade working in a number of Local Authorities at Director and Strategic Director level, always with responsibilities across adults and children's services. His route to that point was rather non-traditional, as He began his working career as a civil servant, initially working in job centres and then moving to Whitehall, before then transferring to the NHS, where He undertook roles at national, regional,

and local level. This experience has underlined to Martin the importance of different sectors being able to work together, with the individual member of the public at the centre of all we do – integrated working, rather than structural integration.

- As the statutory Director of Children’s Services for Leicester, Martin has lead responsibility for ensuring the overall wellbeing of children and young people in the City, under the political direction of Cllr Sarah Russell in her role as statutory Lead Member for Children’s Services.

Caroline Tote – Director of children’s services



Caroline is a qualified Social Worker and has worked in children’s services throughout the whole of her career. The majority of this spent in Leicester City. One of Caroline’s first posts was in the field of Youth Justice where she spent a year working at the Court Officer in the then Youth Justice Court.

Caroline is now the Director of Children’s Social Care and Early Help which includes our Children and Young Peoples Youth Justice Service.

Karen Manville Head of Service Early Help and Prevention



Karen has been the Head of Service for Early Help and Prevention since April 2021 and prior to that she was the Service Manager for the City Youth Offending Service from 2009. She has worked in youth justice since 2001 when she left teaching, after 7 years, to work with young people that are at risk or entrenched in offending. She led on developing one of the first alternative to custody programmes, the Intensive Supervision and Surveillance Programme, in the country and sat on the Youth Justice Board working group for this flagship programme and helped support the roll out nationally.

Karen oversees all services within the Early Help and Prevention Service with a key aim to prevent escalation of behaviours that can lead children and young people to become more entrenched in services and provide holistic support to the whole family utilising the range of offers available both within our range of services and externally across the partnership.

She has been a member of the board for many years since taking up the service manager position in 2009.

Gavin Drummond - Detective Chief Inspector 1983



Gav is Currently leading on the prevention work for serious violent crime within Leicestershire Police' Violent and Complex Crime Unit (VCCU), he has also held senior positions working within Child Safeguarding as the lead for child abuse, CSE, CCE and Modern Slavery & Human Trafficking. Other senior roles include intelligence and covert led operations and neighbourhood policing.

Key areas in his portfolio include:

- To develop an effective early engagement intervention system across Leicester Leicestershire and Rutland.
- To ensure effective problem solving of offenders, locations, and victims, to prevent serious violence
- To work with the Violence reduction Unit to embed the public health approach within police systems and processes, to tackle causes of violent crime
- To review develop and improve effective partnership working specifically relating to early engagement and intervention processes.
- To work with the violent reduction Unit to provide effective police led education and diversion to prevent serious.

Mel Thwaites - Head of transformation for Women and Children across Leicester Leicestershire and Rutland.



Mel is a nurse and midwife by background and has over 30 years' experience in the NHS. Currently her role is Head of transformation for Women and Children across Leicester Leicestershire and Rutland.

Her role is to design, lead and set the strategic direction for the development of Women's and Children services across all settings of health working in partnership with social care and other key stakeholders across LLR. The key aims are to:

- a) Improved outcomes for mothers, babies, children, and young people
 - b) Reduction in health inequalities and variation
 - c) Improved experience
 - d) Facilitate children and young people reach their potential
- Mel has sat on the board since 2005

Grace Strong -Director of the Violence Reduction Network



Grace has worked in Probation Services for over 20 years in a wide range of settings as a practitioner, team manager and senior leader. This includes leading a range of multi-agency projects including the Prolific and Priority Offender Management Scheme, Integrated Offender Management, a non-statutory Resettlement Team, the Young Adult Project (YAP!) and an Accommodation partnership. Grace is currently seconded into the Office for the Police and Crime Commissioner (OPCC) as the Director for the local Violence Reduction Network (VRN) which is one of 18 Home Office funded Units across England and Wales. Grace has a particular interest in developmental maturity and the transition into adulthood and trauma-informed practice. Grace is working closely with Youth Justice services in relation to prevention and early intervention and in preparing for the new Serious Violence legal duty.

Sarah Hancock-Smith, Senior Operations Manager for Turning Point Substance Misuse Services



Sarah is responsible for the substance misuse services across LLR which includes the substance misuse services for Young People including linked to CYPJS. She has managed substance misuse services in LLR for the last 13 years and prior to that was a Probation Officer. The deputy who will attend in her absence is Andrea Knowles, Operations Manager.

Sophie Maltby. Head of Service- SEND Support



Sophie has been a teacher for 25 years. In schools She worked as Senior Leader, Behaviour Lead and SENCo. Worked for SEND Support since 2006, initially in Social Emotional and Mental Health (SEMH) Team, supporting CYP at risk of exclusion from schools as well as whole school development work and training around SEMH needs. Additionally, worked as SENCO and Teacher in Charge of the Primary PRU. For the last 10 years Sophie has undertaken several leadership roles within SEND Support. Currently Head of SEND Support with responsibility for all of the specialist teaching teams and specialist nursery, alongside strategic SEND responsibilities.

Head of SEND Support Service, managing 6 specialist teaching teams and a specialist nursery, working from 0-25 in schools, colleges, early years settings and homes. She is also responsible for the development of Designated Specialist Provisions (DSPs) the SEND Capital programme and reviewing SEND funding in both mainstream and special schools. Sophie works very closely with the Principal Education Officer to support schools and various strategic projects such as inclusion, SEND, mental health work and trauma Informed practice.

Kayleigh Lord - the Clinical Team Leader for the Child and Adolescent Mental Health Service (CAMHS) Young Peoples Team



Kayleigh Lord is the Clinical Team Leader for the Child and Adolescent Mental Health Service (CAMHS) Young Peoples Team, we are a team who specialise in working with young people aged 0-18 years who are looked after, adopted, youth offending, homeless or unaccompanied asylum seeking young people in LLR.

By profession she is a mental health nurse and have worked within LPT for the past 10 years. She is passionate about young people's mental health and improving services and access to services.

Within YPT they have the Adverse Childhood Experiences Project and a specialist CAMHS nurse embedded within our team who work closely with Youth Justice.

Bob Bearne - Head of Leicester, Leicestershire & Rutland Probation Delivery Unit



Worked in the Probation Service since 1985, initially as a residential worker. Qualified as a Probation Officer in 1988 and have worked across most Probation settings as a practitioner and manager

The Probation Service is a statutory partner of the Board, a financial contributor and has staff seconded into the Youth Service. As well as general oversight and governance of the Youth Service, Bob has a particular role to play around Transition to adult criminal justice services. He also Chair the LLR Strategic Offender Management and MAPPA Board which has many priorities closely aligned to that of the Youth Justice Services and the HOS of EH and P sits on this board.

**Brian Bodsworth – Service Manager for Youth and Children and Young Peoples
Justice Service**



Brian qualified as a Youth and Community worker in the mid 1990's and for the remainder of the decade worked in a secure homes and custodial establishments for young people. In 1998 He joined the newly launched Youth Offending Service in Northamptonshire as a seconded Youth and Community worker and was responsible for establishing group and community programmes to prevent offending. For ten years from 2002 to 2012, Brian was the prevention manager for the Northamptonshire Youth Offending service, working with various teams to develop and deliver a range of preventative initiatives. In 2012 He took up a leadership role to steer the roll out of the Troubled Families and Early Help agenda. Whilst this was not a total departure from working with adolescents, He became involved in the leadership of Children Centres and early years development. He became the Early Help Service Manager in Leicester City in 2016, since then He has had various responsibilities including the delivery of the Troubled Families programme, Children Centres, Family Support and the Youth Service. In March of this year He was given the opportunity to become the service manager for the Children and Young People Justice Service and joined the Board.

Daxa Pancholi Head of Community Safety and Protection



Daxa Pancholi has worked for Leicester City Council for over 29 years, initially supporting local unemployed people to be trained and assisted into employment.

For more than a decade Daxa has been working as the head of community safety and protection, which involves working with partners such as the police to address crime and anti-social behaviour issues in Leicester. This includes managing the city's community safety partnership, Safer Leicester Partnership, establishing priorities, action plans and resourcing.

Daxa works with partners to address issues such as street lifestyles (street drinking, rough sleeping and begging), knife crime and neighbourhood issues. Daxa has also been instrumental in working on the modern slavery and labour exploitation, working in conjunction with agencies such as the Home Office, GLAA and HSE.

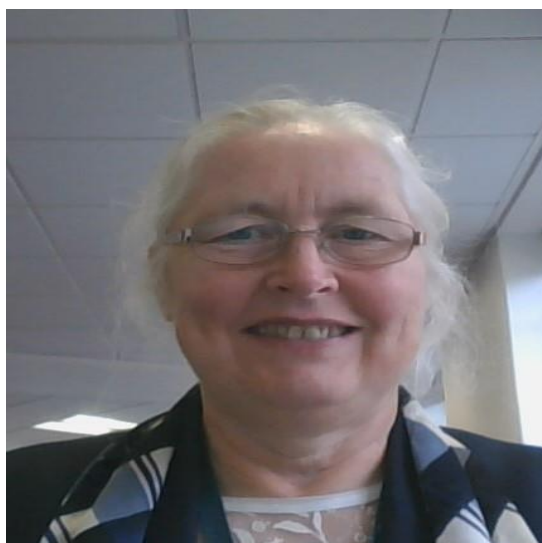
Daxa is currently leading on the corporate review around the delivery of antisocial behaviour to bring the currently separate/ disparate services within the local authority together under one service.

Daxa leads on the domestic and sexual abuse agenda; commissioning services and ensuring that people are aware of and access support should they become victims of domestic or sexual abuse. In addition to this, Daxa leads on Domestic Homicide Reviews, ensuring strategies, policies and processes are in place to complete reviews where deaths have occurred within a domestic setting.

Daxa's area of portfolio includes the prevent and counter-extremism agenda where community cohesion issues (including hate crime) play a vital role. Within this area of work, Daxa is responsible for ensuring that the prevent agenda is embedded within the primary & secondary education sector and within "out of school" setting.

Daxa sits on many key strategic groups including city Youth Justice Management Board. ;

Sue Welford - Principal Education Officer



Responsibility for Education provision, sufficiency and outcomes from 0 -19 (25 for SEND and Care leavers). Includes Connexions Service, Education Welfare, School Improvement, Early years, School places and admissions and the children's transformation, partnership, performance, data and comms teams.

Mamps Gill YJB Head of Innovation and Engagement (Midlands)



Mamps is the Head of Region in the Midlands region for the Youth Justice Board. Her role involves oversight of the youth justice system in the Midlands region, this includes performance improvement and sharing effective and innovative practice in youth justice delivery, and contributes to improved outcomes for children, families and communities. As a Board Member, She not only represents the YJB but also shares feedback from other local and regional meetings She attends, which include the East Midlands Local Criminal Justice Board.

Participation Guidance

CHILDREN AND YOUNG PEOPLES JUSTICE SERVICE

To sit under the overarching participation strategy

This guidance has been developed as part of the Early Help and Prevention participation task and finish group made up of champions from all individual service areas. An action plan was devised with a clear action to ensure individual services had guidance underpinned by the strategy. The action plan can be referred to as an attachment at the end of this document. The task and finish group have a planned presentation to a future service meeting to launch the guidance and highlight the pledge and commitment to participation. It's also important to acknowledge the excellent work that is already being undertaken across services to ensure participation is promoted. This guidance has been written to encourage this, encourage a consistent approach across all services and highlight the strategy that underpins all work across the authority.

Vision:

A partnership approach to participation which is consistently applied across all services to ensure all service users are enabled to fully participate in service delivery.

1. A clear strategy that complements the whole division strategy.
2. Individual guidance across services within Early Help and prevention.
3. Services that put participation at the heart of service delivery.

Early Help and Prevention to have an outstanding model of participation with a clear pledge for all our service users.

Ensuring children, young people, families, victims and the communities we serve can participate within Early Help and Prevention Services

We will ensure that all service users have plenty of opportunities to participate and have made a number of commitments to support all service user's involvement.

Space – We will provide a safe and inclusive space for service users to express their views

We will do this by:

- Supporting our families, children, young people and victims to feel able to get involved with formal participation groups that work with council decision makers to scrutinise, evaluate and help plan services.
- Providing opportunities for service users to get involved in projects with the council and within Early Help and Prevention Services.
- Making sure that children, young people, families and victims feel secure and safe in their environment to speak out and/express their views.
- Making sure that all staff always put service users at the centre of their decision making, meet in places that are accessible to all and give time to understand what is happening. For example, in community settings, home visits and other appropriate settings. .
- Actively seeking the views of all service users.

Voice – We will ensure that all service users can express their views in a way they decide is best

We will do this by:

- Training children and young people when they join Council formal groups.
- Making sure that staff support service users to understand the processes they are part of and recognising their individual diversity needs.
- Using resources and tools that are creative and age appropriate and in line with Speech, Language and Communication principles.
- Being honest with service users about what can and cannot be changed in a transparent way. Communicating this to service users individually as well as through other means of communication as appropriate i.e. reception areas
- Ensuring all public facing building within Early help and Prevention hold information on participation, ways to have a safe space, voice, audience, influence and impact within individual service areas.

Audience – We will ensure that what our service users say is listened to by the most appropriate people

We will do this by:

- Making sure our formal participation groups have regular access to senior managers.
- Supporting service users to make a complaint if they feel the need to.
- Ensuring workers who work with service users will listen to them, make time for them to say what they think and share the families, children, young people's and victims' views with managers if appropriate. As well as feeding back to service users on any outcomes.
- Advocating on behalf of service users when requested.

Influence – We will ensure that service users views are taken seriously and acted upon

We will do this by:

- Actioning recommendations from our formal participation groups and always explain if we cannot make changes.
- Making sure that any plans (such as intervention plans for example) are co-produced and owned by service users. Ensuring their voice is heard.
- Ensure that there are a number of feedback mechanisms in place to support children /families and young people

Impact – We will ensure that young people know how they are making a difference

We will do this by:

- Inviting service users to evaluate services they receive and feedback their opinions. To ensure changes are fed back to service users in a variety of ways.
- Auditing case recordings, assessments, case files etc. and seeking the voice of service users during this process.
- Providing feedback about decisions made.

Recruitment, Training and Development

Early Help and Prevention have a commitment to ensuring staff are, from the outset of their career within the service, putting participation at the heart of each role. All Job descriptions will have reference to the importance of participation within each role across the service and clear in the expectation for each role. Where possible service users will help shape interviews and actively participate in interviewing processes.

To ensure that all staff understand participation and it is delivered consistently across all work the authority has a participation training resource called **How will you hear me?** This training toolkit and its accompanying films will be used in workforce development sessions, the toolkit will be kept updated and new films added as and when necessary.

Yearly quality conversations will cover participation development and any additional training that may assist staff.

Monthly supervisions will encourage conversations on participation at an individual case level and identify areas of best practice and development opportunities.

Other participation

Any individual service area preparing to seek young people's views and involve young people in some manner should be mindful of the overarching strategy and this guidance when planning participatory activity.

Individual service areas are responsible for developing specific plans which outline the methods through which young people will be involved and which are mindful of addressing the established standards. A brief template is provided for staff to use when planning to lead participatory activity in order to help ensure that practice meets this guidance.

Individual plans can be sent to the participation team for any suggestions and feedback and its important to ensure line managers capture learning.

August 2021

Appendix 3

"Intervention was good, I feel it as encouraged me to reflect and as a result has changed my mindset especially in relation to who I hang around with. I have asked myself 'who are my trues friends'. I have now sought a new group of peers who don't get into trouble. Now when I see peers whom I know are trouble or likely to pressure me I just put my head down and avoid them were possible or keep the conversation to a minimum. Having reflected on my life the consequences of further offending and the impact my behaviour has had on my family and victims I've decided it is not the path I want to go"

One yp has started a poem about Reach (which he is still writing, but here are the first 2 verses and has started to access extracurricular activities after school which he had not done before being on Reach)

Quotes about impact from children/families :

"E took himself to seclusion to calm down and read a book.. everyone was talking about the fight and he wanted to remove himself from the situation as he knew he would get into trouble if he stayed."

"It is helping me be a better version of myself"

"When I get mad, it only lasts for a few minutes now."

"R's attitude has improved at school and at home since working with C from The Reach Programme."

This is the first day of my time on the reach

Listen to A, I'm about to preach

After my preach, I'm about to Reach

I've got goals, I hold them near

I want to fix bikes or be an engineer

Basketball is good, I like it a lot

When I start playing, I just can't stop

I'm going to play more, this I pray,

I'm going to shoot balls on a Thursday.

"I'm really glad the school put me on this programme"

Quotes from young people:

"They've helped me with my anger, they've helped me with my anxiety, what to do when I'm in bad situations... they helped me with a lot."

"I wasn't getting on the best with my mum at home, so part of the programme was making a chart with my mum and we agreed that we had to stick to the chart and it's really improved our relationship having something to work towards."

"I never had any confidence before I met my Prevention Officer, I couldn't meet anyone new or talk to anyone about what happened, and now I communicate with a lot more people and I'm always making new friends. He helped me to see the brighter side of things and that's increased my confidence loads."

Quotes from parents/carers

"It helped her with her confidence, there was some good techniques they used"

"After their conversations she started to show me a little bit more respect and started to understand the consequences for what she had done and also the consequences it had on me and us as a family."

"After their conversations she started to show me a little bit more respect and started to understand the consequences for what she had done and also the consequences it had on me and us as a family."

Appendix 4

	NAME
TEAM 1	Brian Bodsworth
	Derrick Kabuubi
	Mark Sheehan
	Chris Eastwick
	Rajesh Thanki
	Chris James
	Claire Disney
	James McGarvey
	Ben Broad
TEAM 2	Carol Hughes
	John Clarke
	Hasan Ahmad
	Heather Mair
	Nicola Mills
	Parisha Pujara
TEAM 3	Kelly Summerfield
	Sherelle Roberts
	Andrea Wissett
	Nina Patel-Mawaji
	Ashok Patel
	Brian Simmonds
	Lisa Sawyers
	Roger Hayton
Josh Davidson	
REACH TEAM	Ayesha Desai
	Karen Norton
	Zarah Lee
	Charlotte Smith
	Charlotte Allitt
	Simon Chetwyn
	Max Fisher
PREVENTION TEAM	Ivor Sutton
	Tina Botley
	Arandeep Kullar
	George Bascom
	Mark Rawl
	Deesa Patel
	Niamh Finnegan
Rebekah Jacks	
BUSINESS SUPPORT TEAM	Bharti Solanki
	Meena Tulsidas
	Amanda Whyley
	Marlene Carpentier
	Esrat Chowdhury
PARTNERSHIP/EXTERNAL STAFF	Praful Solanki
	Alex Levy

	Sue Bradley
	Andrew Betts
	Lianne Hanley
	Jamie Buckle
	Jasbir Sanghera
	Caroline Triningham
	Russel Hounslow

ROLE	GENDER
Service Manager	Male
Team Manager	Male
Case Manager	Male
Case Manager	Male
Case Manager	Male
Case Manager	Male
Intensive Support for Children Co-ordinator	Female
Police Officer	Male
Police Officer	Male
Team Manager	Female
Case Manager	Male
Case Manager	Male
Case Manager	Female
Victim Contact Officer	Female
Restorative Justice/Volunteer Co-ordinator	Female
Team Manager	Female
Case Manager	Female
Case Manager	Female
Case Manager	Female
Youth Advocate	Male
Youth Advocate	Male
Youth Advocate	Female
Youth Advocate / Group Work Co-ordinator	Male
Probation Officer	Male
Education Co-ordinator / REACH Team Manager	Female
Project Officer	Female
Project Officer	Female
Senior Youth Advocate	Female
Senior Youth Advocate	Female
Project Co-Ordinator	Male
Project Officer	Male
Team Manager	Male
Prevention Officer	Female
Prevention Officer	Female
Prevention Officer	Male
Prevention Officer	Male
Prevention Officer	Female
Prevention Officer	Female
Prevention Officer	Female
Business Support Team Leader	Female
ASBO Level C	Female
ASBO Level C	Female
ASBO Level C	Female
ASBO Level C	Female
CAMHS CPN	
CAMHS CPN	

Connexions	
Connexions	
Turning Point	
Turning Point	
Performance Officer	
Educational Psychology Service	
Educational Psychology Service	

ETHNICITY	DISABILITY
White British	N/A
Black British	N/A
White British	N/A
White British	N/A
Asian British	N/A
White British	N/A
White British	N/A
White British	N/A
White / Asian British	N/A
White British	N/A
Asian Pakistani	N/A
Black British Caribbean	N/A
White British	N/A
Asian Indian	N/A
	N/A
White British	N/A
Dual Heritage	N/A
White British	N/A
Asian	N/A
Asian	N/A
Black British	N/A
Dual Heritage	N/A
White British	N/A
Dual Heritage	N/A
Asian/Indian British	N/A
White/ Other	N/A
White/Indian British	Dyslexia
White British	N/A
	N/A
White British	N/A
White British	N/A
White British	N/A
Indian British	Yes –Type 2 Diabetes and also rare skin disorder - Prurigo Nodularis (classed a disability)
Indian British	N/A
White and Black Caribbean	N/A
Black Caribbean	N/A
British Indian	N/A
White British	N/A
White British	N/A
Hindu British	N/A
	N/A
	N/A
	N/A
Bangladeshi British	N/A
	N/A
	N/A

	N/A
	N/A
	N/A
	N/A
	N/A
	N/A
	N/A
	N/A

Children and Young Peoples Justice Service Training Overview 2022

Training, Learning and Development

Training and learning is delivered through internally commissioned training/workshops for CYPJS specific activity, accessing the divisional and corporate training programmes and through self-directed research keeping up with practice developments.

All staff receive asset plus training and refresher training as standard which has contextual safeguarding intrinsically embedded within the training. Asset plus assessment training is refreshed yearly and covered in team meetings and focus sessions throughout the year.

The Divisional Training programme is managed by the Learning and Development Manager. It is designed to meet thematic and skills-based training needs; identified through Appraisals, Quality Assurance Activity and job role / career progression requirements. The development and delivery of this plan is overseen by the Workforce Development Strategic Group which meets on a quarterly basis chaired by the Principal Child and Family Social Worker.

Differently qualified staff within the CYPJS are able to access the BA Hons Social Work Degree apprenticeship delivered in conjunction with Warwick University. This is a 3 year course, where people study 1 day a week and develop and apply their skills and knowledge within their substantive role, supported by a social work practice educator. There is one member of the CYPJS who has started this in September 2021.

Signs of Safety and the Lundy Model Implementation

Leicester City Council Children's Social Care and Early Help have been implementing the Signs of Safety framework since October 2017. This has been the main focus for learning across the division, using this framework to support practice development around assessments, analysis, planning, working effectively with families and improving the quality of direct work. Other thematic learning and skills-based training has also been offered.

26 of the CYPJS staff have received 2 days training in the Signs of Safety framework and principles for practice as part of the Division wide implementation of the framework for practice.

5 managers have received 5 days 'Practice Lead' training building greater in depth awareness of the framework and how to use it. 3 Practice lead sessions have been offered which have built on the role of managers as practice leaders with Signs of Safety, using appreciative inquiry and questions to explore strengths and safety and building and working with networks. There is a rolling programme of workshops focusing on different elements of the Signs of Safety model (eg safety planning, working with networks, direct work with children and young people) which members of the service are able to access and application is considered to children and young people working with the CYPJS.

As part of the training, 3 young people open to the CYPJS have been ‘mapped’ as case examples and the application of the framework and principles to the YOT role have been demonstrated. On-going development work is taking place between the Signs of Safety Team and the CYPJS Management Team to support its implementation.

Leicester City’s Children’s Social Care and Education have adopted the Lundy Model of Participation (a Rights based model of Participation) in 2020. 16 members of the CYPJS have undertaken the training and have a full understanding of the model, considering the key elements of participation in all the work they do.

Wellbeing and reflection

Leicester City Children’s Social Care and Early Help took part in the national pilot of ‘Schwartz Rounds’ ([CommunityCareReportintoSchwartzRounds](#)) supported by the What Works Centre and Cardiff University 2019-21, providing monthly sessions for people to come together and reflect on the impact of the work they do. People from the CYPJS in the pilot group were able to access these initially and then they became available to all from April 2021, when they were rolled out across the Division. Feedback is positive about the importance of creating this space and time to reflect and support connection across the division.

Leicester Social Care and Education have a Mental Health First Aiders programme which is accessible by all across the division, providing support and signposting to those who access it, acknowledging the impact of our work and own experiences.

Training and Learning delivered 2021

Training and Learning	Numbers of staff attending
Domestic Homicide	2
Adverse Childhood Experiences Day 3	7
Education Health Care Plans	16
Chronology	1
ASB incremental Approach	15
MARAC briefing	8
Signs of Safety – new starters	2
AIM 3	20
Contextual safeguarding	1
Addictive Behaviours and Impactful support	2
Participation	16
NACRO Identity Lens	20
Maturity briefing	27
Unconscious Bias	25
Transitions Policy briefing	7
Victim and RJ workshop	10
Sexual Health	1
Cyber Bullying 2	2

Bail and remand – new starters/seconded probation officer	3
AssetPlus Foundations – new starters	3
Violence Reduction Network	5
Developing professional curiosity	1

The impact of training / learning and development

Regular conversations are held within supervision about the impact of any learning and how it is applied to the work being done. The annual Quality Conversation between worker and manager focuses on development and strengths and development areas are identified.

Regular quality assurance activity also tracks the impact of training on practice with feedback sought regularly from young people and families. Where quality assurance activity identifies training needs people are supported to access this.

Training Plan for 2022

Training needs and requests are being gathered through the annual personal development review (Quality Conversation – Appraisal) process. This is an annual cycle which is completed by the beginning of each year, with training requests submitted to the Learning and Development Manager to build the annual plan.

Requests from the CYPJS PDRs which have been submitted for the 2022-23 plan are

Thematic learning	How will this be delivered?
Contextual Safeguarding: particularly in relation to gang affiliation, county lines, criminal exploitation	Through divisional training plan and service specific workshops
The impact of social media in terms of exploitation and exposure to violence	Through divisional training plan and service specific workshops
Trauma Informed intervention training in the context of youth justice	Trauma informed practice to be delivered through divisional training programme; ongoing awareness and training, links made to the wider divisional strategy and then specific in-service application considered.
Understanding sexual assault within the context of young people and their relationships	Links to Contextual Safeguarding Training; also picked up via Harmful Sexual Behaviour Development Work across division, which is identifying training needs and developing a delivery plan. Aim 3
Evidence based interventions: for knife crime, gang and serious violence and with females.	Through divisional training programme and service specific workshops

Working with domestic abuse	Via the commissioned Domestic Abuse and Sexual Violence training programme. MARAC
Dealing with resistance / disputed behaviour	Through divisional training programme and Signs of Safety workshops
MAPPA	Briefing/workshop to be delivered by X 1 Team Manager and NPS
Explore links with Multi Faith Centre to develop increased awareness of needs of ROMA communities and approaches to engagement.	Engagement with local communities and awareness sessions offered across the city.
Develop understanding of working with SEND young people.	SEND e-learning (ongoing)
Maturity	
Certificate in Effective Practice	YJB, staff recruited to rolling programme
Skills Development	
Assessment and analysis skills	Through the Divisional Training Plan
Report writing skills	Through Divisional Training plan
Performance reporting training	Service / individual workshops
Training for Managers	
ILM 3 / ILM 5	Corporate programme of Management Apprenticeships offering ILM 3/5
Bespoke 1-1 coaching programme for managers in Children's Social Care and Early Help	2 x group workshops and 3 x 1-1 sessions focusing on personal development
Management and leadership training	Corporate programme of Management Apprenticeships offering ILM 3/5 Corporate programme: Inclusive Leadership (x3 sessions), Leading for High Performance (x4 sessions) and Everyday Coaching
Reflective and clinical supervision skills	Access to Research in Practice sessions and resources, through SOS Practice Lead sessions.

Appendix 6

YJ Plan 2022/23		
DRAFT CYPJS Budget 22/23		
Agency		Staffing costs £
Local Authority		1,593,000
Police Service		81,800
Health Service		57,600
Total Employee costs		1,732,400
Running costs		90,600
Total costs		<u>1,823,000</u>
<i>External Funding/Contribution</i>		
Local Authority		(1,065,800)
Police		(81,800)
Health Service		(57,600)
YJB Grant		(617,800)
Total Income		<u>(1,823,000)</u>

The Reach Programme

Leicester City Council in conjunction with;
Violence Reduction Network (VRN), Sheffield Hallam
University &
Leicestershire County Council

**VIOLENCE
REDUCTION
NETWORK**

LEICESTER, LEICESTERSHIRE
& RUTLAND



Context

- To build upon the Prevention offer established in 2020
- Police Data
- Early identification of young people
- Significance of relationship with key education partners



What our young people and parents tell us..

"Things are a lot better.. I've built a relationship with my Dad which was damaged before"

"it has helped 'M' gain confidence with him talking to someone new"

"I liked having someone to talk to and build a good relationship"

"Dread to think of where he would be if they didn't have the support with the services"



"Very helpful and supportive, always there and flexible to try and meet our needs. Listened and understood our needs and helped us"

"Since working with the Prevention team I have had fewer arguments"

"A positive impact on 'R', done her good to get out. Made her realise who is good/bad to hang around with"

"I enjoyed being able to talk and express myself"



Leicester
City Council

Theory of Change

1. Until 2019/20, rates of exclusions have been rising, particularly in secondary school
2. Some groups have substantially higher exclusion rates including those who have SEN or receive SEMH support/free school meals, are a child in need, or have a child Protection plan in place
3. Outcomes of excluded children are often poor (e.g. just 7% of children permanently excluded achieved good passes in GCSEs)
4. The rate of fixed term exclusions in Leicester and Leicestershire has been increasing year on year (15/16-18/19)
5. The most common reason for fixed term exclusion in Leicester and Leicestershire in 18/19 was physical assault on another pupil, followed by persistent disruptive behaviour

Evidence-based assumption

WHY is the intervention needed

1. Evidence shows that children excluded from school are overrepresented in young offender populations.
2. School exclusion is considered a 'marker' for increased risk of both victimisation and perpetration
3. The areas of Leicester and Leicestershire (East of the City and Charnwood in the County) which have the highest rates of fixed-term exclusions, also have the highest rates of serious violence
4. The peak age for involvement in serious violence as a victim or perpetrator is 15-19 years old, and for fixed term exclusion it is 14 years old

Evidence-based need

WHO the intervention is for

- Young people aged 10-17 years old who are at risk of or have received a fixed term exclusion and have three indicators of vulnerability (e.g. looked after, domestic violence or substance misuse in the home)
- Six schools (four in the East of the City and two in borough of Charnwood in the County) with the highest rates of fixed term exclusions in Leicester and Leicestershire

Evidence-based assumption

WHAT the intervention is and **HOW MUCH** participants will receive

- Six month intervention offering intensive and flexible mentoring support and recreational activity at 'critical moment' – young people who are at risk of or who receive FTE
- 2-3 sessions p/w for first eight weeks, 1-2 sessions p/w for next ten weeks, and 1 session/every other week for remainder
- Extensive phase (4-6 weeks) of relationship-building between youth worker and young person involving fun recreational activities (e.g. sports, art, music)
- Flexible delivery in the spaces that young people feel safe and comfortable (e.g. neighbourhood, home, school, youth centre)
- Sessions on core components which are linked to the risk/cause of expulsion and indicators of vulnerability for future involvement in serious violence:
 - Social Skills Training (Cause/risk factors: impulsivity, inability to manage/regulate emotions and behaviours)
 - Confidence, Wellbeing and Resilience (Cause/risk factors: mental ill-health, self esteem)
 - Family, Peer and Community Relationships (Cause/risk factors: negative peer influences, conflict/DV in the home)
 - Identifying and Achieving Aspirations (Cause/risk factors: low attendance/achievement at school, unemployment)
- Facilitating access to and encouraging participation in purposeful and sustainable recreational activities
- Sign-posting/facilitating access to additional support services for the parents/carers and young person (e.g. housing, benefits, parenting)

Intervention

- High rates of attendance and participation in sessions
- Development of a positive and trusting relationship with Youth Worker
- Improved understanding of the causes/drivers for problem behaviours (e.g. individual, familial, school, peer, and contextual factors)
- Increased awareness of and ability to label emotions

Evidence-based short-term outcomes

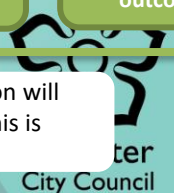
WHAT the intervention will achieve and **WHY** this is important

- Improved social skills
- Reduction in negative behaviours at school
- Increased confidence
- Improved understanding of negative peer influences
- Improved communication between young person and their family
- Parents/carers uptake of support if needed (e.g. with housing, employment, parenting)
- Increased engagement in positive recreational activities

Evidence-based medium-term outcomes

- Improved emotional regulation and behaviour management
- Reduction in exclusions or problem behaviours
- Increased self-esteem and emotional wellbeing
- Improved attendance at school
- Improved relationships with family and reduction in conflict in the home
- Increased aspirations
- Sustained engagement in prosocial recreational activities
- Increased network of positive peers and trusted adults

Evidence-based long-term outcomes



Programme Characteristics



Teachable moments



Reachable spaces



24hr response time



Matching profiles



Set Core Components

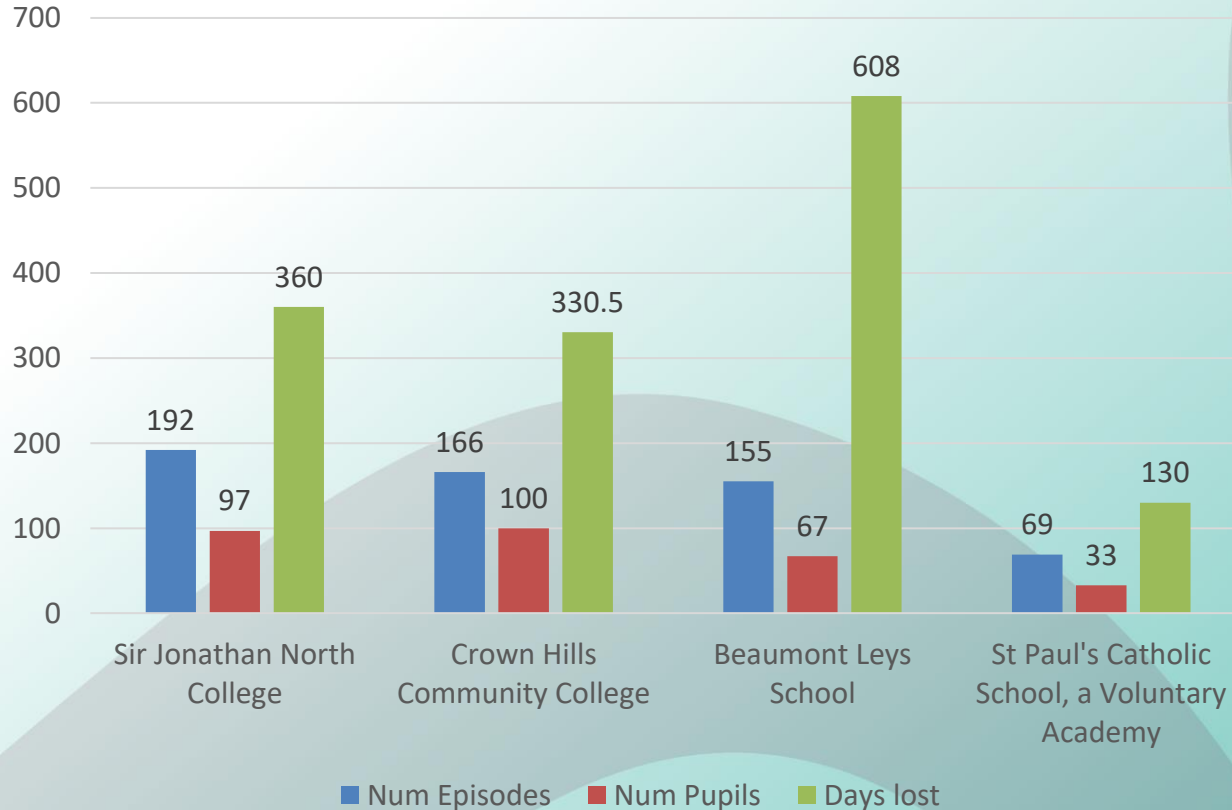


Sustainable change

Exclusion Data

Schools identified from LA data on exclusion rates (2018/2019), as well as police “hot spot” areas (East Leicester).

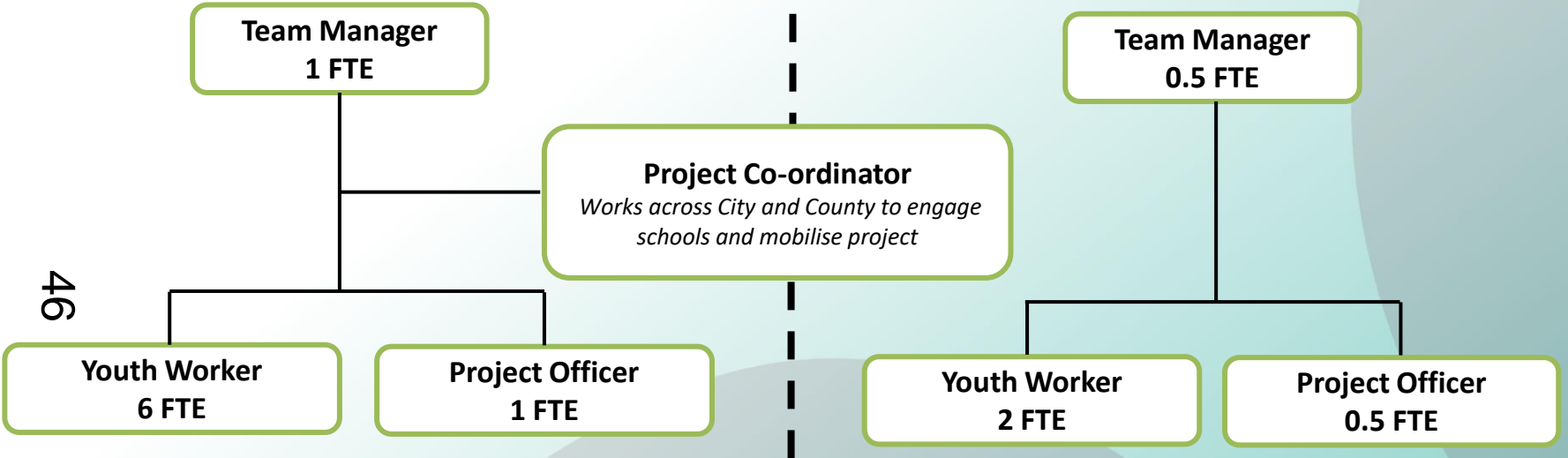
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The Reach Programme Structural Chart

Leicester City Council

Leicestershire County Council



Referrals and Onboarding

47

Young Person identified as being at risk of suspension following an incident

School staff member (such as Designated Safeguarding Lead) completes online referral

Project Officer undertakes triage of referral to assess eligibility

If eligible, Duty Youth Worker will call parents within 24 hours to arrange visit to undertake assessment

Based on assessment, Duty Youth Worker and Team Manager match Young Person with Youth Worker

Youth Worker contacts Young Person within 3 days to arrange first session



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Core Elements - Intensive 24 week Programme

Mentoring:
Sustaining Positive
Change

Relationship
Building

Mentoring:
Understanding
Behaviour

48

Recreational
activities



Social skills
training

Mentoring:
Identifying and
Achieving
Aspirations

Mentoring:
Positive Family,
Peer and
Community
Relationships

Mentoring:
Confidence,
Wellbeing and
Resilience



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Intended Impact

49

Reduction in behaviours associated to serious violence

Reduction in exclusion from school

Increase in school attendance

Reduction in knife crime

Reduction in Serious Violence

Impact Evaluation

50



INDEPENDENT EVALUATION BY
SHEFFIELD HALLAM UNIVERSITY.



TO UNDERSTAND THE
EFFECTIVENESS OF THE PROJECT.



TO ENSURE KNOWLEDGE OF THE
MOST EFFECTIVE APPROACH
AND INTERVENTION DELIVERY.

Social Care and Education Department



To: Brian Bodsworth, Service Manager: Children and Young Peoples Justice Service (CYPJS)
Karen Manville, Head of Service: Early Help and Prevention

Date: April 2022.

Author: Charlotte Baker - Group Co-ordinator - CYPJS: Early Help and Prevention

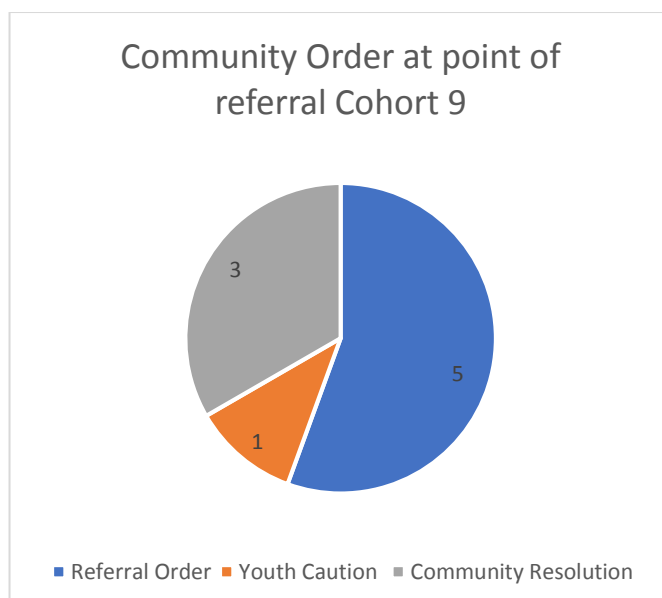
Report: The Which Way Programme – January – March 2022 - Quarter 4

1. Background information:

- 1.1 The 'Which Way' programme was launched in April 2019. Its objectives are to respond to the issue of children and young people being criminally exploited, their engagement in county lines activity and subsequent involvement in serious youth violence that so often accompanies this. An outline of the aims and objectives of the programme can be found in Appendices 1.
- 1.2 For quarter 4 selected sessions were redesigned based on previous feedback from our children and what the data was telling us about the type and nature of offending that is being committed by children in the city.

2. Referrals to the Programme.

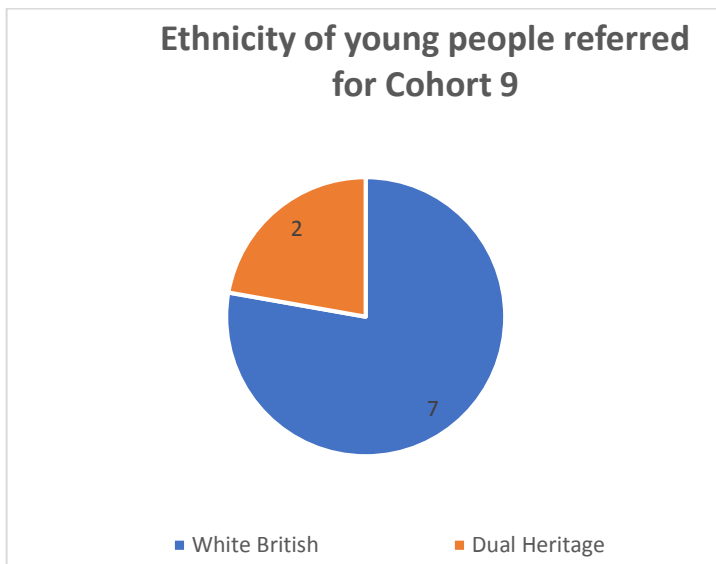
- 2.1 The Which Way programme has now delivered to 9 cohorts from 2019, 64 referrals to the programme have been made and 73% of young people have completed 4 out of the 6 sessions delivered. Considering the often-chaotic lifestyles of many of the young people referred to the programme, the engagement rate is positive.
- 2.2 The following information concentrates upon referrals made to Cohort 9 that commenced in January 22 and ended in March 22. The intake for cohort 9 was 9 young people, all engaging in the programme and attending at least 4 out of the 6 sessions. The following chart illustrates the community orders or prevention status the young people were subject to whilst attending the group work programme. A decision was made to accept 3 referrals from the prevention team, the children had been referred because there were indicators that suggested they may be at risk of criminal exploitation. The impact of delivering intervention to children open on a statutory orders and Prevention was closely monitored to inform future planning.



2.3 The gravity score matrix provides offences with a score of 1-9 depending on their seriousness, with 1 being low seriousness and 9 high. For Cohort 9 the average gravity score was 3, this was the same for 6 of the last 8 cohorts, this does not include young people open on community resolutions. In this cohort there were 2 children who had committed offences that carried gravity scores of 6, both for the offences of robbery. This trend is typical across the whole service cohort with a gravity score of 3 being the average.

2.4 The average age of referral for cohort 9 was 16, the age range across the cohort was 14 -16, being typical across all previous cohorts. We would expect to see a greater number of 17- and 18-year-olds being referred reflecting the cohort across the whole service. Local analysis tells us that young people aged 17-18 are less willing to engage in group work. This is included in CYPJS service planning as a priority area for development. There is a need to ensure staff are referring this age cohort onto the programme.

2.5 In line with the service's wider focus on disproportionality, an analysis of the ethnicity profile of attendees on the programme has been provided. The diversity of children and young people engaging with the programme is reflective of the wider CYPJS cohort of children. Further analysis is required to ensure Which Way is positioned to reach all groups of children and this will be available for the next report.



2.6 Education continues to be a focus throughout the delivery of group work, reinforcing both the value of education and the need to take back group learning to the educational setting. All children in this cohort were in statutory education.

3. Cohort 9: Group and Individual Outcomes:

3.1 The following section focuses upon group and individual outcomes for Cohort 9. For each of the session's children are provided with the objectives and are asked to scale their own knowledge, thoughts, and feelings in relation to the topic of discussion. They are asked to base their scoring from 0-10, with 0 being little about the topic is known and 10 being they know everything about the topic.

3.2 The following table demonstrates the average score at the beginning of each session and then at the end. It is notable that all the average scores for each session have increased which is positive. Children from previous cohorts have expressed that they have a good understanding of gangs, county lines and substance misuse prior to joining the programme. Exploration of this tells us that these aspects of crime are positively reinforced through 'role models' in popular culture, these concepts are addressed through the intervention. However, children are less confident about issues relating to mental health and peer influences, and the end of the session they can demonstrate they have a greater understanding.

SESSION TOPIC	Average Group Score at start	Average Group Score at End
Session 1 Enhanced induction session/Count Lines	7	8
Session 2 Gangs and Knives	8	8
Session 3 Role Models and Peer Influences	6	9
Session 4 Mental Health and Wellbeing	5	8
Session 5 Drugs and Alcohol	7.5	9
Session 6 – Celebratory Session.	N/A	N/A

3.3 At the end of the 6-week group programme all children were asked to scale themselves in terms of learning across all sessions, future risk taking, and future potential consequences should they re-offend. The table below illustrates the scaling of their knowledge and understanding at the start of the programme and then at the end of it. All participants viewed the group delivery positively and they could illustrate that they had all learnt how to take less risks and would be more considered in the future.

YOUNG PERSON	INITIAL SCORE	END SCORE
1	4	7
2	3	8
3	3	7
4	4	8
5	4	8
6	4	7
7	3	7
8	2	8
9	3	7

4. Re-Offending data: Cohorts 1-8

4.1 Offending is monitored and tracked pre, during and post intervention. The table's below shows the number of children who completed the programme from all 8 previous cohorts between April 19 – March 20, April 20 - March 21 and April 21 – March 22 the number of offences they had committed pre intervention and post intervention. Children have been referred from the Prevention team on occasion, but not in the number that have referred for this cohort, therefore not all young people have previous offending history.

Apr 19 – Mar 20	Pre-Intervention	3 months post closure	6 months post closure	9 months post closure	12 months post closure
No. of Young People	15	15	15	15	15
No. of young people who offended	15	2	2	1	1

Apr 20 – Mar 21	Pre-Intervention	3 months post closure	6 months post closure	9 months post closure	12 months post closure
No. of Young People	17	17	17	17	17
No. of young people who offended	17	1	2	1	1

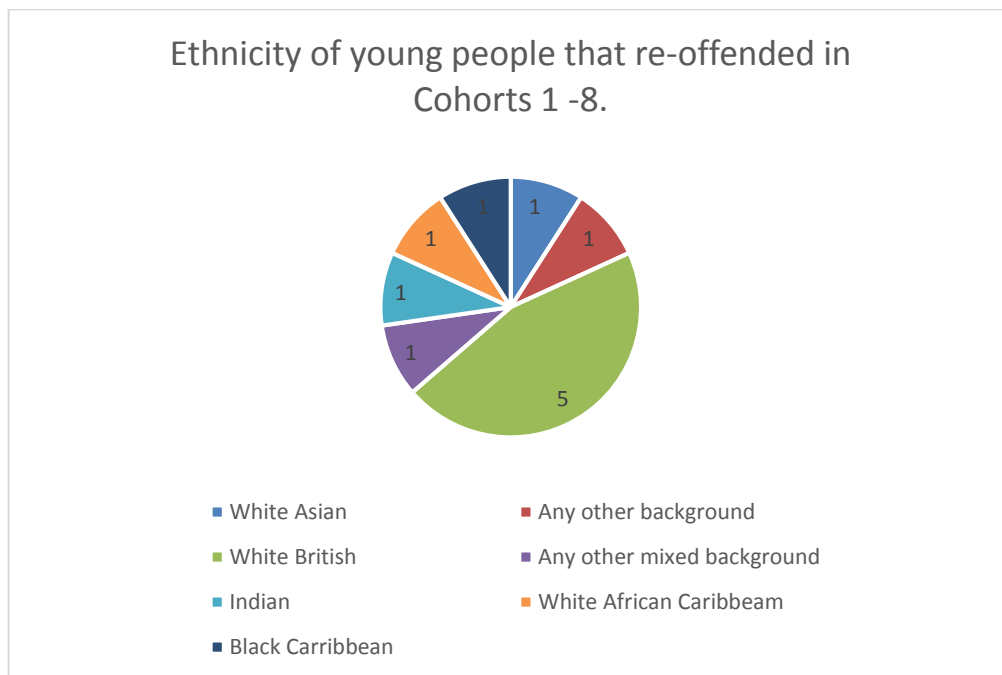
Apr 21 – March 22	Pre-Intervention	3 months post closure	6 months post closure	9 months post closure	12 months post closure
No. of Young People	23	23	23	23	23
No. of young people who offended	18	2	2	1	0

4.2 Post closure data illustrates that 16 (29%) children have reoffended, committing 23 offences in total, 13 children have committed a further 1 offence (this includes 2 children referred by prevention who had not previously offended) 3 children have committed a further 10 offences between them.

4.3 Analysis of the re-offending data to date indicates that the programme has a positive impact on desistance. Whilst it is always difficult to establish a direct link between specific interventions and rates of recidivism, the relatively low rate of re-offending of participants that has been sustained over a significant period, in conjunction with a consistent reported increase in knowledge scores pre and post session, is likely a contributing factor.

4.4 The following provides a summary of the ethnicity of those young people that re-offended, this will be considered further in the next report as white British males are overrepresented in term of offending and re-

offending within Leicester City CYPJS cohort. However, this is in line with the overall youth justice population in the service.



4.5 Female attendance across all cohorts is 2 in total (4%), this is less reflective of the wider CYPJS cohort where 18.06% are female. However, this is in part attributable to the existence of a separate group run by the Youth Service, specifically for females ‘at risk’ of or involved in CE. The Groupwork co-ordinator has established links with the Youth Service staff who facilitate this group and has referred females where it is felt to be more appropriate than engagement on the Which Way programme. With few referrals of females to the Which Way programme, careful consideration must be given to the appropriateness of a female attending a predominantly male group.

5 Recommendations and progress this quarter

1.	<p>Which Way participants outcomes to be used to support individual ETE attainment, through more robust channels with CYPJS education representatives.</p> <p>Accredited (ASDAN) portfolio framework to be developed based upon the core objectives of the programme. Portfolio to demonstrate young people’s input, output, and outcomes in relation to scaling and pre/post intervention questionnaires.</p>	<p>Portfolio framework drafted, to be considered by the joint CYPJS/Youth working group.</p>
2.	<p>Work to target referrals from the service, there will be a focus on advertising the program and attend team meetings. Due to the lifting of restrictions we hope to reintegrate young people back into centres and hopefully being visible in community venues will strengthen this.</p>	<p>Group work coordinator presented at a service meeting in March and is now meeting with all team to understand need.</p>

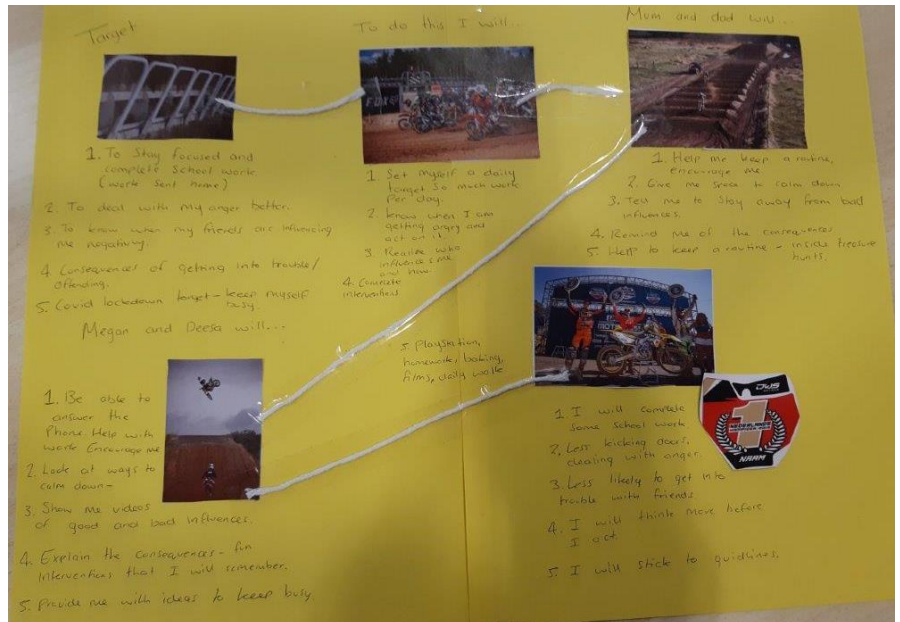
3.	Further work in the next quarter needs to be completed to understand how 17- and 18-year-olds can be positively engaged in group work and ensuring staff are actively referring this age cohort.	Team managers are analysing data on a quarterly basis to establish a focused response the 17/18-year-old cohort.
4.	The next quarterly report requires more detail and analysis of disproportionality.	To ensure more robust analysis for future reports
5.	The Post-programme questionnaire to be designed to elicit 'qualitative' information to compliment the quantitative information that is gained from the pre- and post-programme questionnaires and strengthen the voice of the young person in the evaluation of the programme.	The post programme questionnaire will be piloted with cohort from April 22.
6.	Work continues to engage young people in the co-production of future group work sessions in line with the wider service participation agenda. The groupwork co-ordinator is a 'champion' for participation within the service and trained in the Lundy model of participation.	The analysis of post-programme questionnaire data that goes live from April 22 will serve to strengthen the voice of the young person in the future development of the programme.
7.	Regular observations of groupwork will commence from April 22 to maintain good practice.	Observations scheduled throughout 22/23
8.	To establish 'peer mentors' on the program to capture young people voice and be a positive role model for future candidates.	Planning with volunteers is underway and will be operational from September.

Appendices 1



Which Way
Aims.docx

Appendix 9



TARGETS	TO DO THIS I WILL...	Parent/carer WILL...	ARANDEEP WILL...	How will I know I Am Successful
Learn How to Control my Anger Better	Collab with some kind of stuff what makes me angry	Do to continue to give Layton space. Speak about it when both calm.	→ identify triggers. → what causes my anger → calming techniques → alternatives to violence	→ Layton's behaviour/outburst decrease → Layton is using tech → controlling violence.
HOW TO MAKE BETTER DECISIONS	Think Before I act. Try to stay calm and cool.	Leading me to the right path. Guide Layton.	→ reflection on past decisions. → How could I change my actions? → How/who can help?	→ Reduced violence. → Better Relationships as my behaviour + choices are better.
Learn How My Actions have Consequences.	Learn How to think about other people around me and how it makes them feel.	Do + Layton having an Honkas and open conversations about how it affects her.	→ Self-reflection → How could I have acted differently? → Impacts on myself + others	→ Thinking Before I Act. → understand how it affects me + my family.
Engage in Positive Activity	to Play for foot - Ball team and Youth center	Support Layton Help with Transport.	→ Look for Football groups in local Area. → suggest groupwork	Once Layton is involved or actively looking for groups/sports clubs.
Friendships + Influences. How to say NO Referral to ACEs or CAMHS	to stand up for grand. and try not to get involved in it. If wanted to	Speak to de about current friends/ situations with friends if agreed.	→ How to stand up for myself → How could I say no → who to talk to → what does pressure mean → possible if needed.	I can stand up for myself Negative friend, I avoid. I can stay away from trouble



Social Care and Education Department

To: Brian Bodsworth, Service Manager: CYP Justice Service – Early Help and Prevention
Karen Manville, Head of Service – Early Help and Prevention
Grace Strong: Strategic Director - Violence Reduction Network

Date: 19th April 2022

From: Ivor Sutton, Team Manager: Community Resolutions and Prevention, (Early Intervention), Team. Children and Young Peoples Justice Service: Early Help and Prevention.

Tel/Ext: 0116 454 6535

RE: Community Resolutions and Prevention Team – Quarter 4 2021-2022 Progress Report

1. Background information

- 1.1 The Community Resolution and Prevention Team has now been operational since November 2019. Its objectives are:
- To divert children and young people away from crime and the criminal justice system.
 - To engage young people on the cusp of offending, or who have received a Community Resolution for committing a low-level offence, to divert them away from the formal justice system.
 - Prevent the escalation of offending and serious youth violence and reduce the need for statutory services.
- 1.2 The objectives followed an analysis of 221 young people who came in to contact with the police during a 6-month period. A further analysis of 31 young people receiving a Community Resolution from the Out of Court Disposal Panel found that 29% re-offend within 3 months of receiving their Community Resolution.
- 1.3 The programme has evolved since it was established and now includes young people receiving a Community Resolution from the Out of Court Disposal Panel, Police issued Community Resolutions, young people referred for preventative intervention and young people at risk of criminal exploitation.

2. Community Resolution and Prevention Referrals

- 2.1 During this quarter 113 young people have been referred to the programme, taking the total number referred since 1st April 2020 to 660.
- 2.2 This quarter consists of:
- 20 - Community Resolutions from the Out of Court Disposal Panel, (OoCDP).
 - 77 - Police issued Community Resolutions.
 - 16 - Referred for preventative intervention.

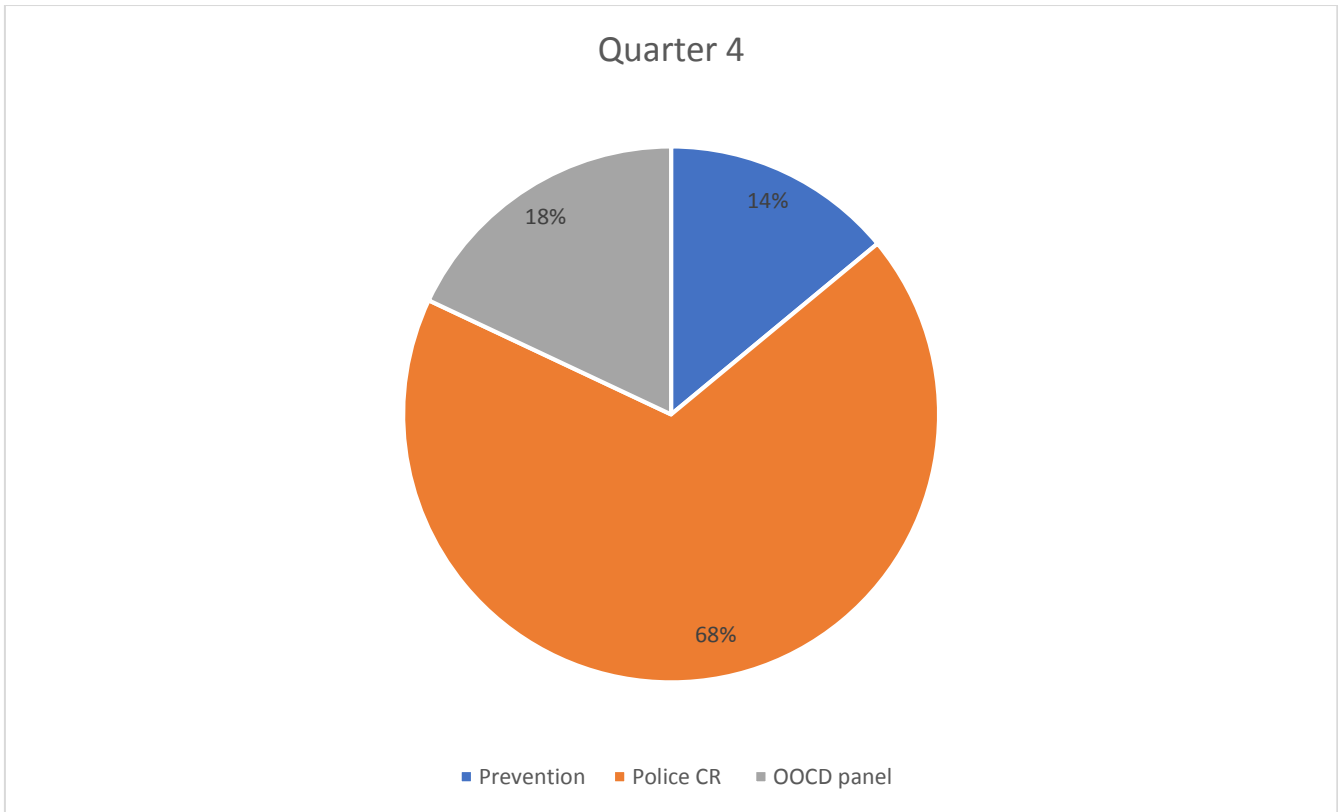


Chart 1 - Split between Community Resolutions and those referred for preventative intervention this quarter.

- 2.3 This quarter has continued to see referrals exceed 100 per quarter, this has been achieved for the last 4 quarters. This increase is largely due to a continued increase in the number of Police issued Community Resolutions. The Prevention Officers continue to contact all families of young people receiving a Community Resolution from the Police by letter, offering support, even where there are no further concerns following checks of education, Social Care and CYPJS data bases.
- 2.4 There has been an overall increase in the number of young people being referred having received a Community Resolution, against those being referred for preventative intervention, however, this quarter did see an increase in prevention referrals for the second quarter in a row, compared to the same period last year. The overall split between referrals for preventative intervention and Community Resolutions was previously 70% Community Resolution, and 30% prevention. This trend has shifted in this and the previous 2 quarters largely due to the increase in Police issued Community Resolutions.
- 2.5 The Prevention Officers continue to be locality based across the city and this is helping to build positive relationships in those areas with PCSO's, local Police Officers, education providers and community venues. The team continues to work closely with the School Liaison Officers to identify young people at risk of offending at the earliest opportunity.
- 2.6 Although there has been an increasing number of Police issued Community Resolutions, the chart below shows that across the year, this has consistently remained unchanged in the split between young people referred for preventative intervention and those following receipt of a Community Resolution. This requires further analysis to better understand if those young people receiving a Police issued Community Resolution could have been referred for preventative intervention as an alternative outcome. The consequence of them receiving a Community Resolution as appose to a prevention referral is that it may exclude them from being eligible for a Community Resolution should they reoffend, having already received one.

April 2021 - March 2022

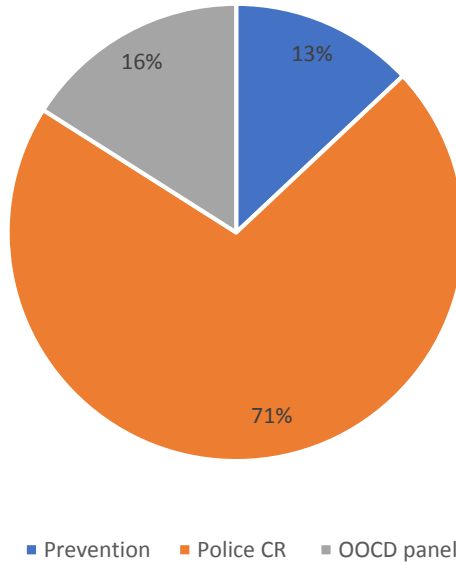


Chart 2 - Split between Community Resolutions and those referred for preventative intervention this year.

3. Referrals by geographical area

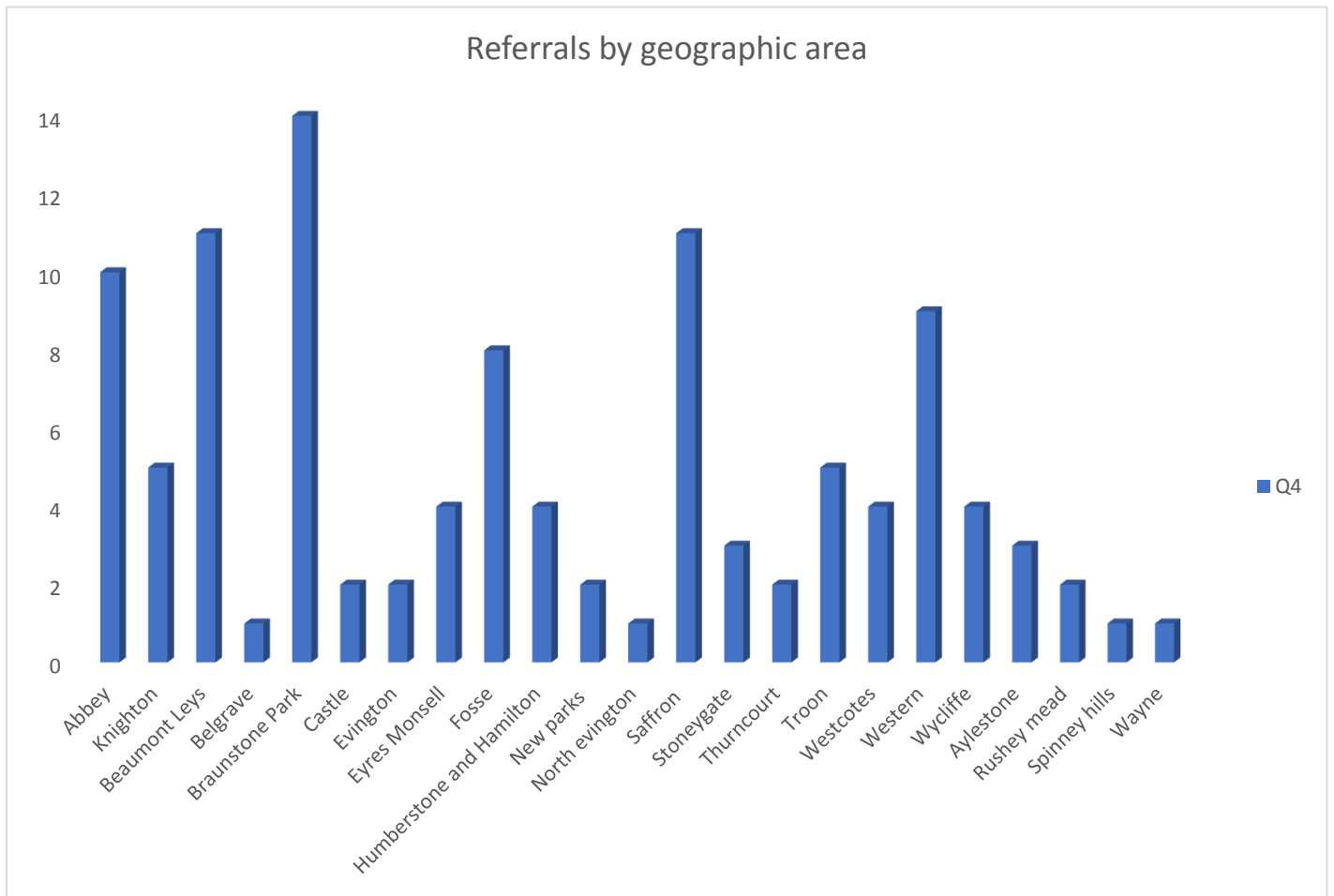


Chart 3 Referrals by geographical area – Quarter 4

- 3.1 Young people referred to the programme come from a wide range of geographical areas of the city. However, it is of note, that there are significantly more young people referred from the West than the East of the City where there has been an increase in violent crime. The Prevention Officers continue to be locality based to form positive relationships with communities and partner agencies. Work is currently underway to establish how there can be better use of Police data to inform where and when crime is taking place to ensure a proactive and collaborative approach between the Prevention Team, Youth Service and Police.
- 3.2 The team continues to be represented by the Team Manager or Service Manager at the Serious Violent Joint Action Group's, JAG's, to work more closely with the Police to identify young people involved or at risk of becoming involved in serious youth violence. This has included identifying siblings of those know to services and ensuring preventative support and measure are in place to identify any areas of concern.
- 3.3 Chart 4, below, demonstrates that the referrals received throughout the year have been consistent with the West area receiving more than the East of the City.

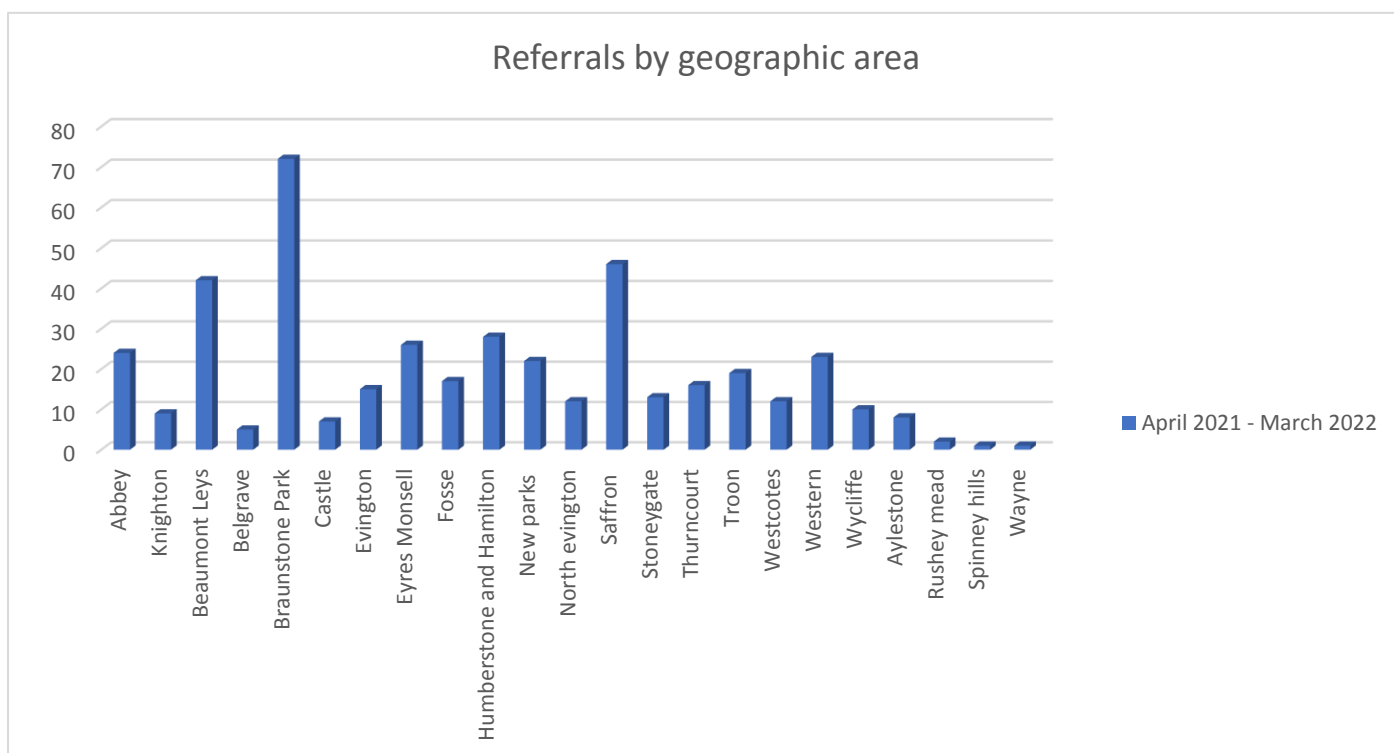


Chart 4 Referrals by geographical area – April 2021 – March 2022

- 3.4 This quarter has seen an additional reporting measure added. Referrals will be tracked in the geographical areas outlined above and by Police area. Chart 5 below demonstrates the referrals received this quarter. As previously mentioned, this, along with Police data on offending by area will help provide a more proactive response to targeting resources to reduce offending and anti-social behaviour.

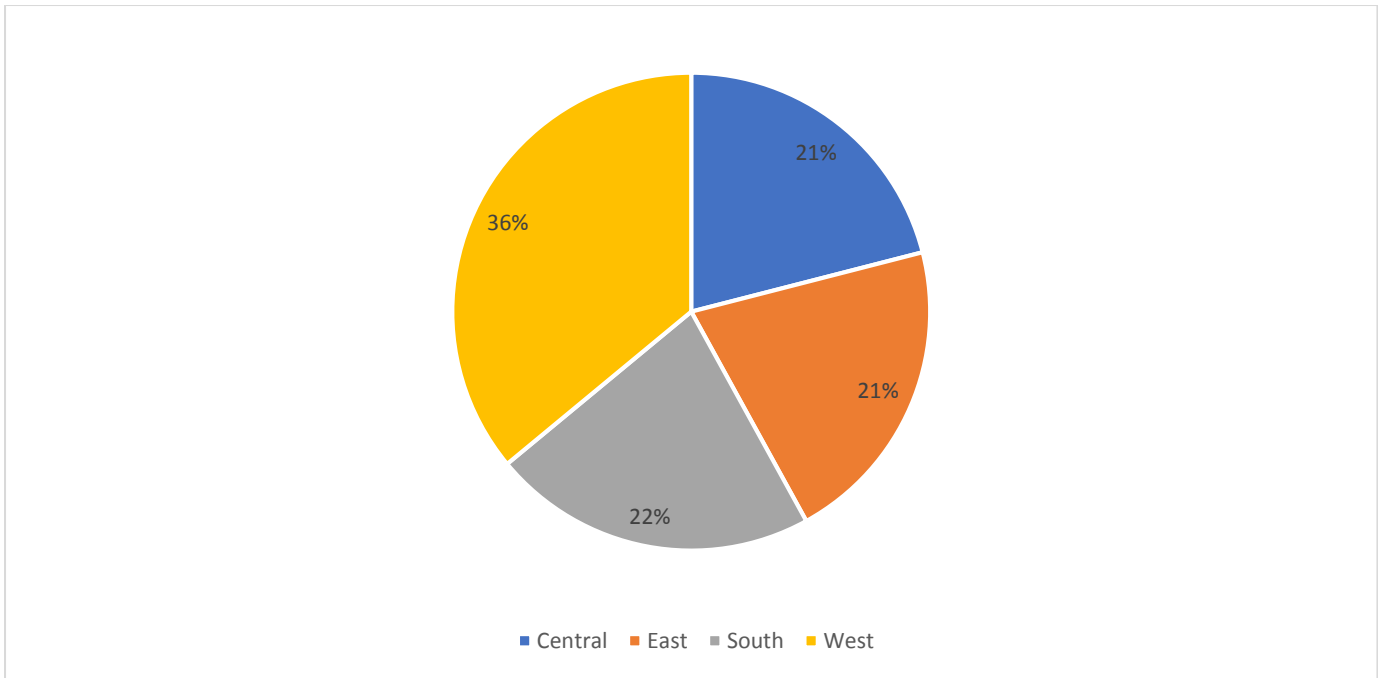


Chart 5 Referrals by Police area quarter 4

4. Ages of young people referred

4.1 When comparing the pre and post 16 ages of young people referred to the programme, there is very little difference to the previous quarter, however, the past 2 quarters have seen a rise in post 16 young people being referred to the programme. The team will; continue to work closely with Connexions and other partners to ensure young people are offered the correct support as they transition into adult services.

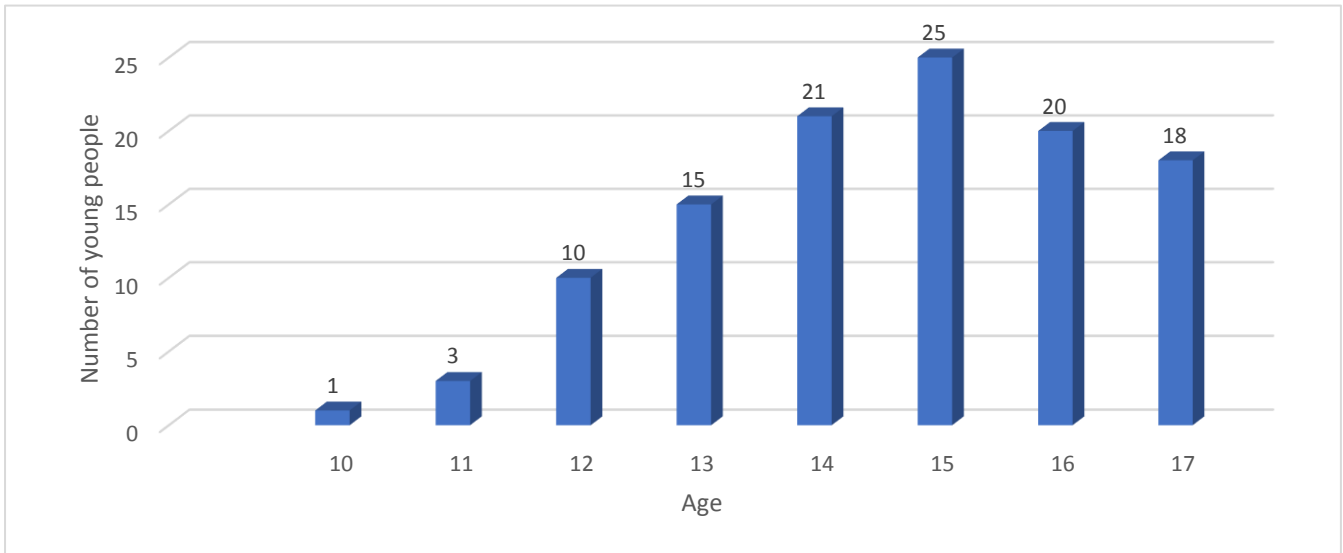


Chart 6 - Ages of young people referred this quarter.

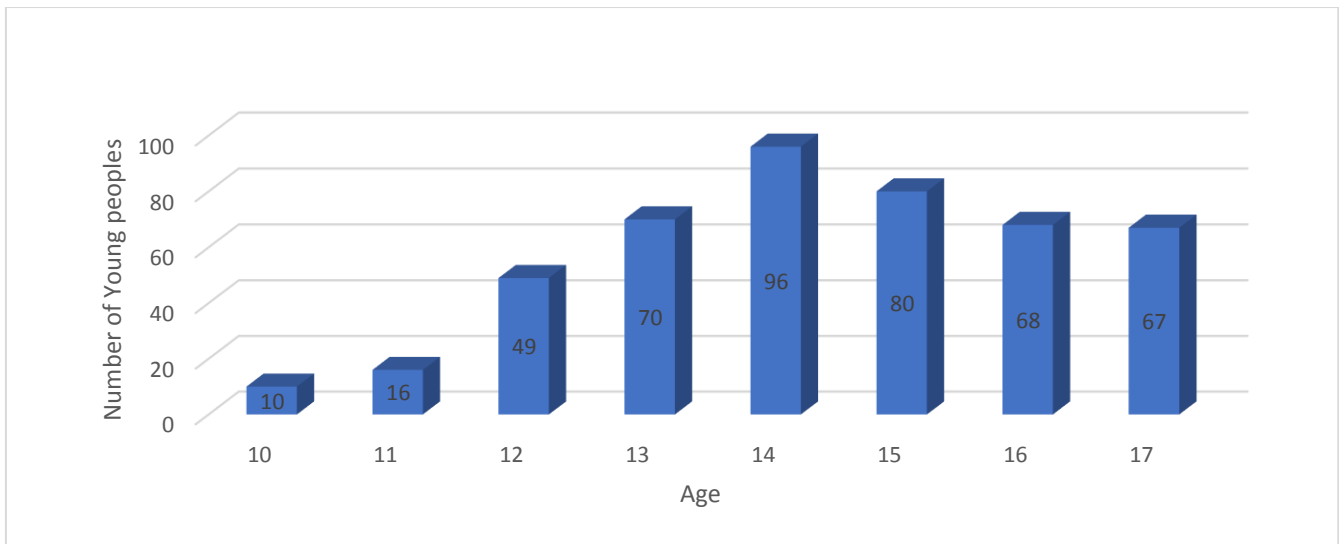


Chart 7 - Ages of young people referred April 2021 – March 2022.

5. Interventions

- 5.1 All young people receive an assessment of individual needs, taking account of personal and family circumstances, substance use, education, and offending. The assessment process also identifies strengths on which to develop including, identifying strengths of the young person and positives within the family, from this a co-produced intervention plan is created with the young person and family.
- 5.2 The average length of intervention is 12 weeks; however, this is dependent on individual needs. Throughout intervention there is on-going review and assessment to ensure the level of intensity reflects the needs of the young person. It is important that it is proportionate to the assessed needs.
- 5.3 During the intervention the Prevention Officer will maintain a minimum of weekly contact with the parents/carers to ensure they are aware of progress and can support the intervention delivery. Additionally, parents and carers are asked for their views at the point of closure, on how they experienced working with the team. Where a young person does not engage with the programme, the Prevention Officer will continue to engage with the parent/carer, extended family and other professionals involved, and will support in identifying strategies the family could adopt to reduce the young person’s risk of offending.
- 5.4 Interventions have included peer pressure, consequential thinking, victim impact, consequences of carrying knives and substance use. Safety planning also remains an area of intervention and these have included supporting parents/carers with safety plans to increase supervision and monitoring when young people are out of the home, reducing episodes of self-harm and physical aggression.
- 5.5 As mentioned previously in this report the team have been working closely with Police Officers in the Beaumont Leys and Braunstone areas of the city, engaging with young people in the evenings around the ‘knife arch’ and pop-up surgeries as part of the County Line Intensification Week. The feedback from the Prevention Officers has been extremely positive:

The knife arch was a good conversation starter with members of the public and young people who were hanging around on Aikman Avenue outside the Co-Operative store.

The young people were interested to see what the knife arch was about and were willing to take part and walk through it. Officers were friendly and talkative which made the young people feel confident in engaging in conversation with us.

The operation also helped to make the officers on duty aware of the Early Intervention team and what the team does, it was an opportunity to speak to young people about the service and how the team support children and young people.

George Bascom, Prevention Officer attended a joint pop-up beat surgery with two PCSOs outside the Co-Operative in New Parks on the 11th of March in the evening. They also had some positive engagement with young people and adults who we were able to offer leaflets to with information on county lines as they walked past. This stimulated discussion and allowed them to explore the level of understanding on county lines and point out what to look for, whilst also talking about their experiences in New Parks of drugs, weapons, and serious youth violence. A discussion with one parent was particularly useful, her son had been stabbed at the age of 12, leading to a number of personal difficulties with school and home life, they were able to let her know of support available in early help and the prevention team. Over the course of the evening the event engaged with 15-20 different individuals. The result was positive and worthwhile.

This police op brought around a much higher level of engagement with the local public and young people. This is due to having leaflets that officers were able to hand out to the public. This acted as a great conversation starter as it was something for the young people to read and engage with. There were many conversations with young girls and boys about the type of trouble they get into and why. The young people were speaking about how it is all about status and who they know. A few young people recalled stories of when they have been chased or threatened by young people with knives and others shared where they knew knives to be stashed. A lot of young people also felt that they needed support in school.

Another pop-up beat surgery was in the car park of Lidl at 10am. The flyer that the PSCOs had been issued to give out was regarding young people carrying knives. The event was beneficial in being able to build the relationship between local police officers and the Early Intervention Team. It prompted conversation about local youths known to both organisations and about multi-agency approaches going forward.

Overall, a positive experience from all those involved in the operation.

5.6 The collaborative working between the Police and Prevention team is crucial in the on-going identification of young people at risk of becoming involved in criminality and serious youth violence and seeks to reassure communities.

6. Education

6.1 Education continues to be the focus of assessment and intervention with all young people's school attendance being considered at the assessment stage.

6.2 The team continues to provide input into Alternative Provision Specialist Taskforce, (APST), based at Carisbrook alternative education provider. The APST is a multiagency response to addressing the needs of young people in alternative provision with the objective of keeping young people in education to reduce the risk of them becoming involved in criminality and serious youth violence. A more detailed report can be found in Appendices 1.

6.3 The team continues to utilise the services of the Education Psychology Service and regularly has consultations with the Educational Psychologists, who also attend group supervision to support the area of education across the team.

6.4 Whilst the chart below is relatively unchanged on previous quarters, there is still a lower number of young people referred who attend schools in the East of the City, which recently has a higher number of serious violent incidents.

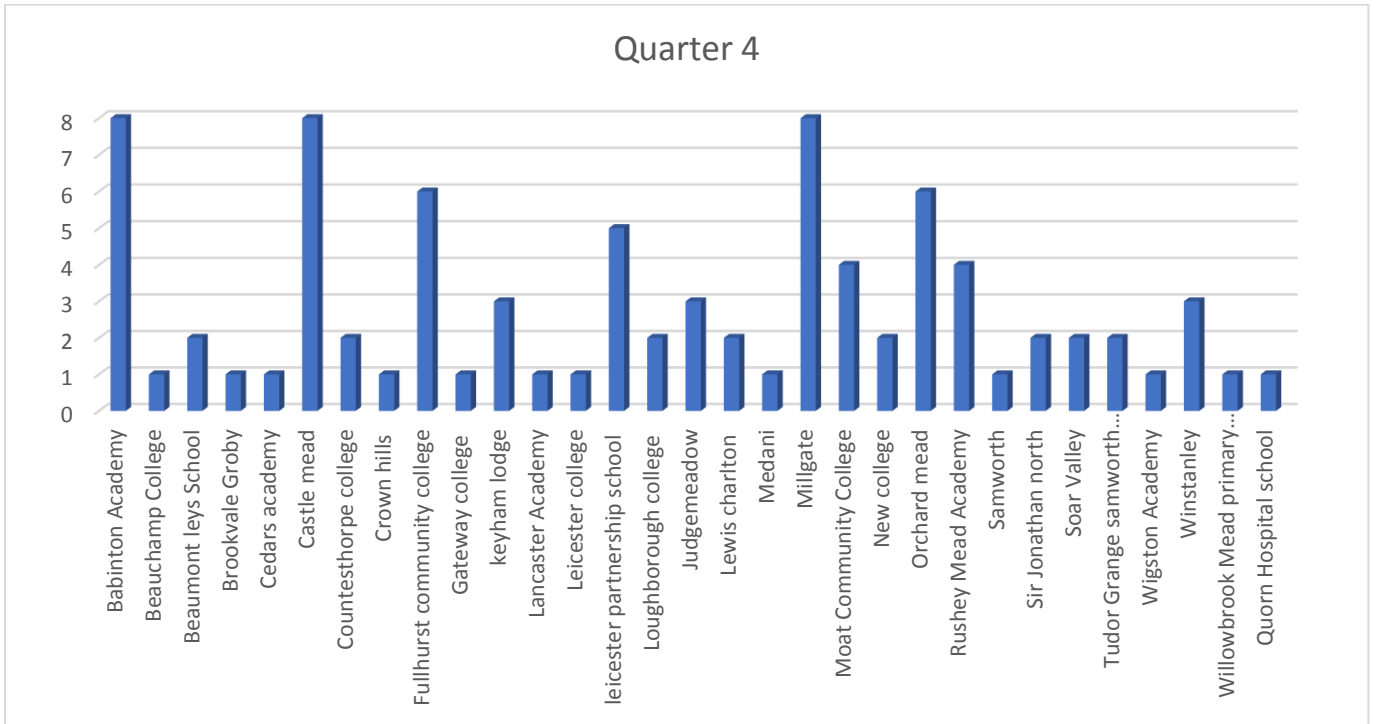


Chart 8 - Graph shows the schools young people referred to the programme attend

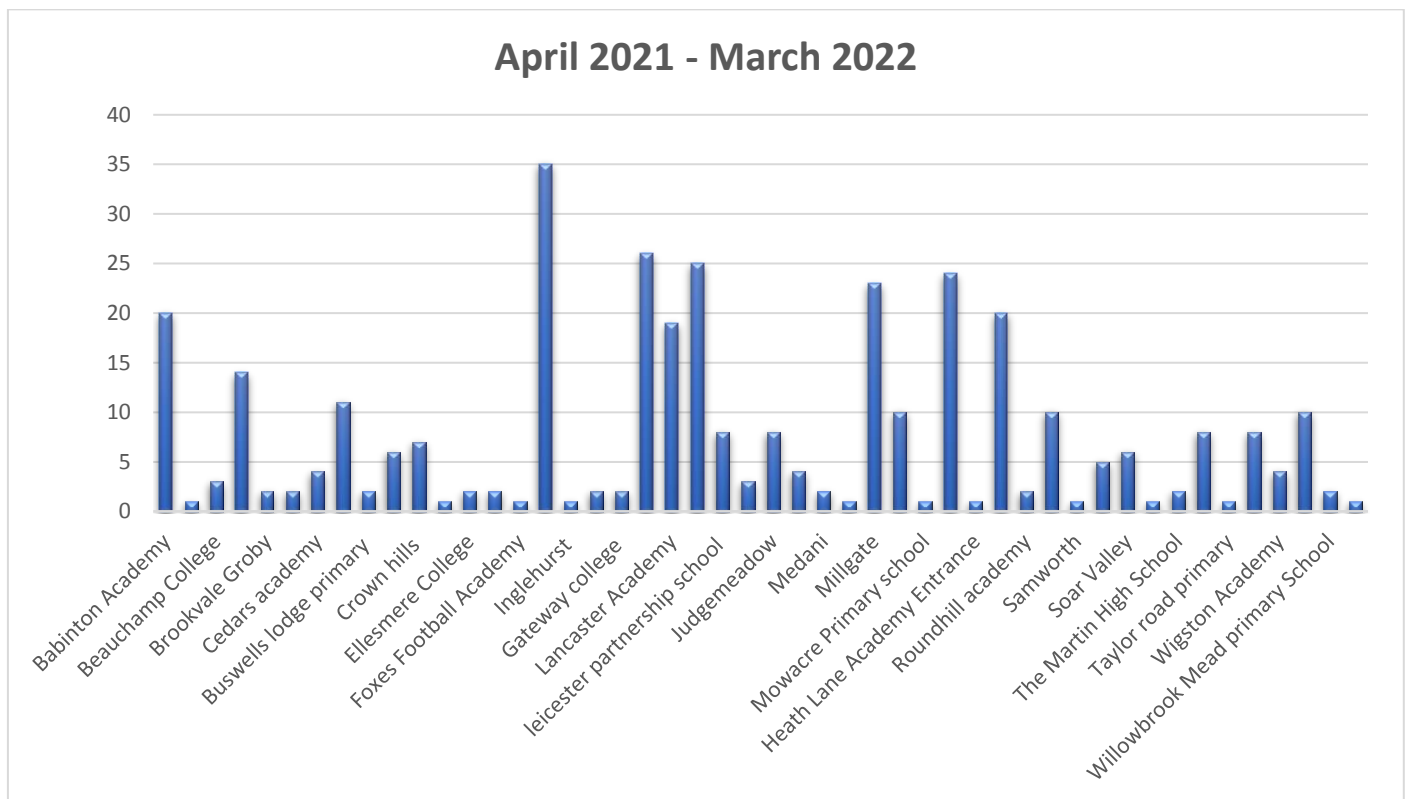


Chart 9 - Graph shows the schools young people referred to the programme in the past 12 months attend

7. Child Criminal Exploitation (CCE)

7.1 There has been an increase in the number of young people being identified as requiring education about exploitation and placing themselves in risky situations. This has resulted in an increase of referrals, where on closer assessment, the young people are in fact victims rather than perpetrators of offending.

7.2 Work is currently underway with the Prevention team and the Youth Service to co-ordinate a response to educating young people about the risks and signs of becoming involved in criminal exploitation. This is a key priority for the team and will be reported on in more detail in the next quarterly report.

7.3 In addition to the work being planned in educating young people of the risks, parenting workshops are being planned to provide greater education and prevention around the issues associated with CCE, how to spot the signs and signposting to support.

8. Closure data

8.1 During this quarter 85 young people have been closed to the programme, which includes young people who have been assessed as being at low risk of offending and following checks of Social Care, CYPJS and education data bases have been sent a letter offering support. This cohort of young people are tracked in the same way in relation to re-offending post offering of support to monitor reoffending.

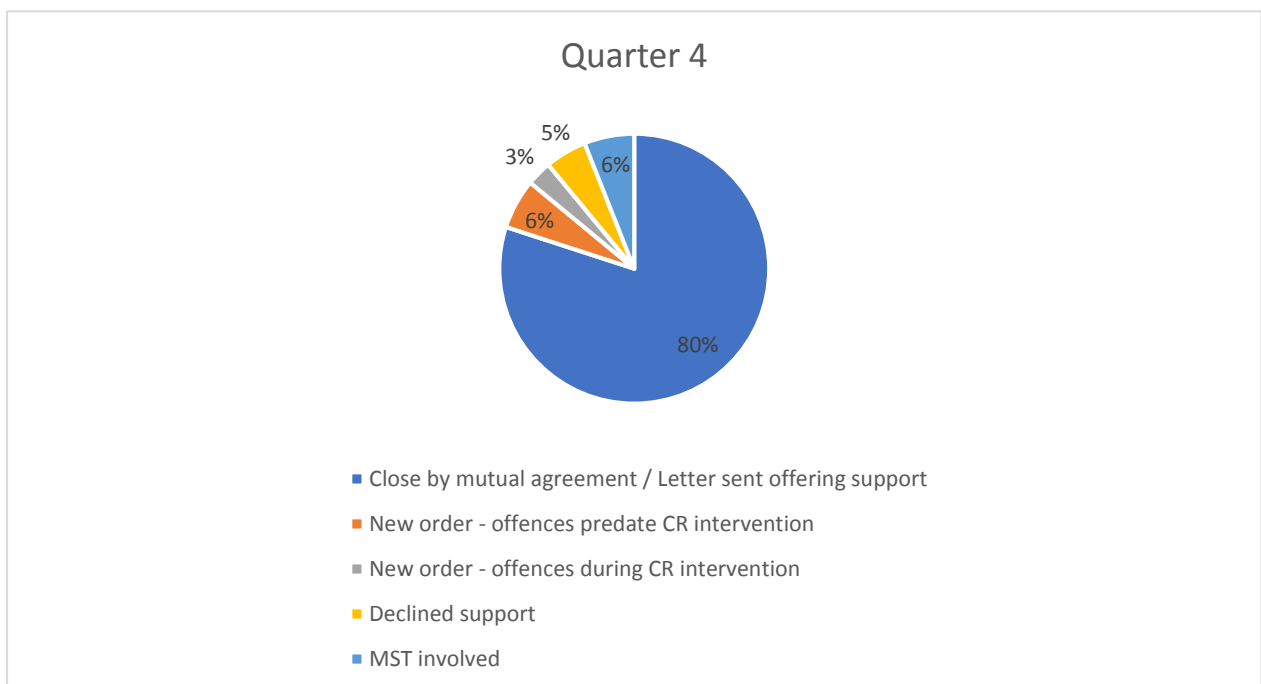
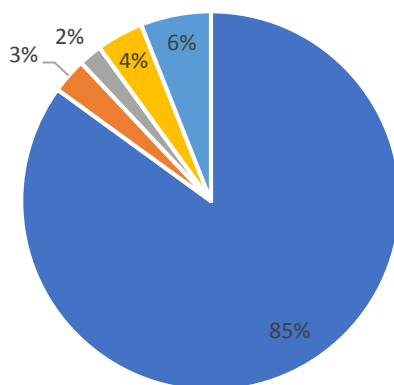


Chart 10 - Reasons for closure this quarter.

8.2 Considerable efforts are made to engage all young people and the team will always attempt to engage all young people irrespective of previous engagement difficulties. As a voluntary programme there will be some young people that refuse to engage. The service will continue to strive for engagement by all young people and families and has consistently maintained a 95% engagement rate.

April 2021 - March 2022



- Close by mutual agreement / Letter sent offering support
- New order - offences predate CR intervention
- New order - offences during CR intervention
- Declined support
- MST involved

Chart 11 - Reasons for closure April 2021 – March 2022.

8.3 The outcomes demonstrated in chart 11 above show consistently strong outcomes throughout the past year. When taking in to account young people closed to the programme due to MST involvement or due to being convicted for an offence that was committed prior to the team’s involvement, the team has achieved a 94% successful outcome. Only 4% of young people identified as requiring support declined and only 2% of young people were closed to the programme due to an offence committed whilst working with the team.

9. Quality Assurance, (QA), and evaluation

9.1 QA is an on-going area of development and a key priority for the team, it is an opportunity to demonstrate the effectiveness of the programme. It has helped to shape and develop the programme since it was established.

9.2 This quarter has seen the implementation of a new QA assessment tool, appendices 2. It is designed to assess the quality of assessments, co-produced intervention plans, intervention delivery and recordings on the Capita data systems. This process was positively received by the Prevention Officers who stated that they found this a positive learning experience. This process will continue and will be embedded in the QA process to include peer QA’s on a monthly basis and practice observations completed by the Team Manager. This quarters QA theme focused on a child looked after by the local authority referred following her receiving a Community Resolution for an assault. The findings from the QA exercise are detailed below:

What’s working well:

The assessment is strength focused throughout.

- Young person’s interests, what they are good at.
- Assessment explores positive relationships that Annie has.

Self-assessments are saved on Capita and referred to in the assessment.

Voice of the child threaded throughout.

- Excellent reference to obtaining the young person's views for example their thoughts on being in the care home and her relationships with family members. Good evidence of attempts to explore more difficult areas of the young person's life.

Great use of information from the EHCP.

- This is referenced throughout the assessment and there is evidence of how this information will inform intervention delivery.

Good case conceptualisation.

- The areas of intervention are clearly identified.
- The areas focus on the criminogenic needs.

Great use of wider services.

- Good identification of service already involved, work they are completing and frequency of contact. This will ensure there is no duplication of work completed.
- The assessment has evidence of information gathering from external agencies.

The assessment takes account of young person's diversity needs.

- Annie has multiple health needs, and these are well documented throughout the assessment
- Speech and language needs have been explored.
- Annie's CLA has been given due consideration and explored with her.

Desistance factors – For

- Good use of existing strengths across education, constructive activities.

The intervention plan reflects the areas outlined in the assessment.

- The plan has clearly been co-produced with the young person.
- The plan takes account of the young person's diversity needs.
- The plan is simple, straightforward and is written by the young person.

Areas for improvement:

Whilst there is reference to the family relationships, It is unclear if there has been any direct contact with family members to seek their views.

Desistance factors for/against could have included family, there is good reference to the impact positively/negatively of the relationship between Annie and her family, I would assess that the positive relationship with her dad is a protective factor and contact with him via telephone could be a positive factor when safety planning to reduce further episode of aggression.

9.3 In addition to the internal QA procedures currently in place this quarter has seen the continuation of an external evaluation by Rocket Science, an independent consultancy company commissioned by the Violence Reduction

Network, (VRN). This will involve an evaluation of the data collected since the programme was established, interviews with 35 young people and 12 parents and carers, it will also include interviews of professionals that have referred or worked with the team. The final report in to Rocket Science’s findings will be available in May 2022.

10. Tracking data

10.1 Offending continues to be monitored and tracked pre, during and post intervention. The chart below shows the number of young people who have been closed between 1st April 2020 – 31st March 2021, the number of offences they had committed pre intervention and during intervention.

10.2 This quarter has been the first that we are able to report a full year’s cohort reaching the 12-month post closure point and the data demonstrates a significant drop in the number of young people who have re-offended, and the number of offences committed. Future reporting will demonstrate whether those that have re-offended have committed serious offences than they did prior to intervention.

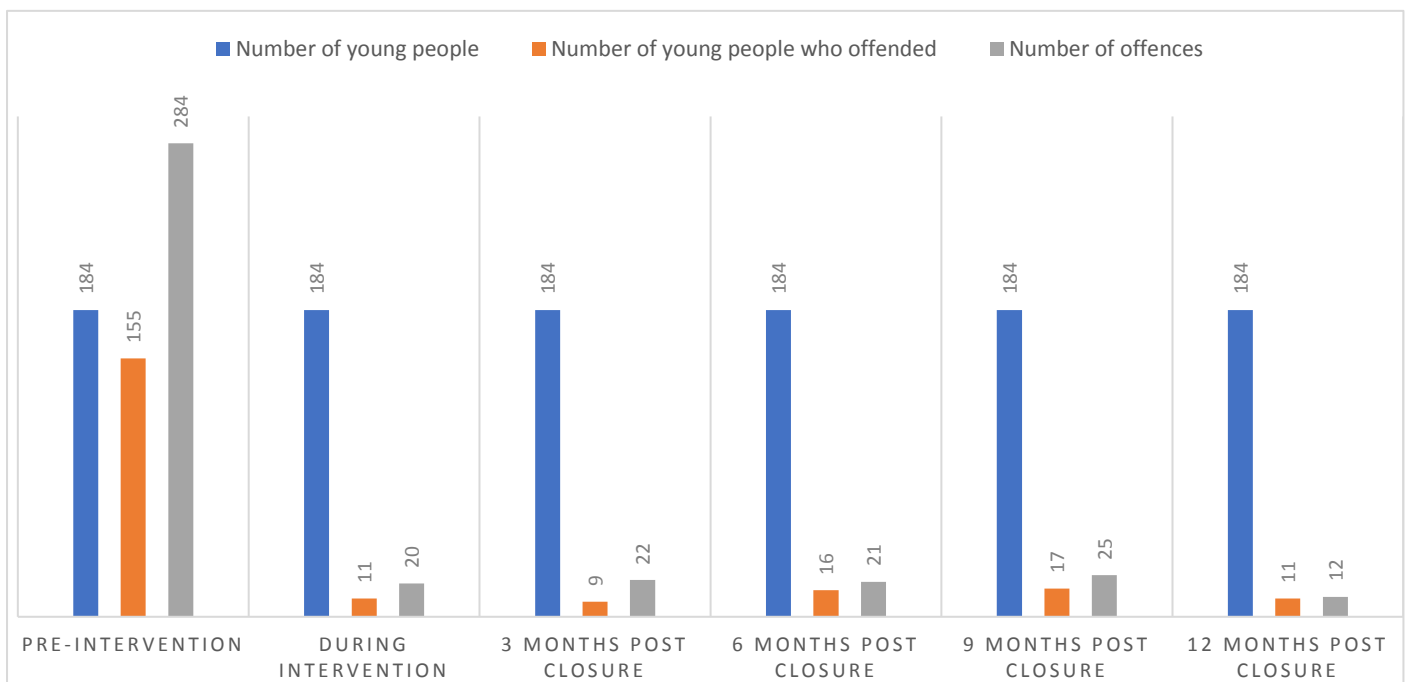


Chart 12 – number of young people completing the programme and the number of young people who have offended, and the number of offences committed 1st April 2020 – 31st March 2021.

10.3 The table below shows the number of young people who have been closed between 1st April 2021 – 31st March 2022 the number of offences they had committed pre intervention and during intervention.

	Pre-intervention	During intervention	3 months post closure	6 months post closure	9 months post closure	12 months post closure
Number of young people	370	370	302	198	97	13
Number of young people who offended	345	17	25	12	11	2
Number of offences	494	27	43	14	13	2

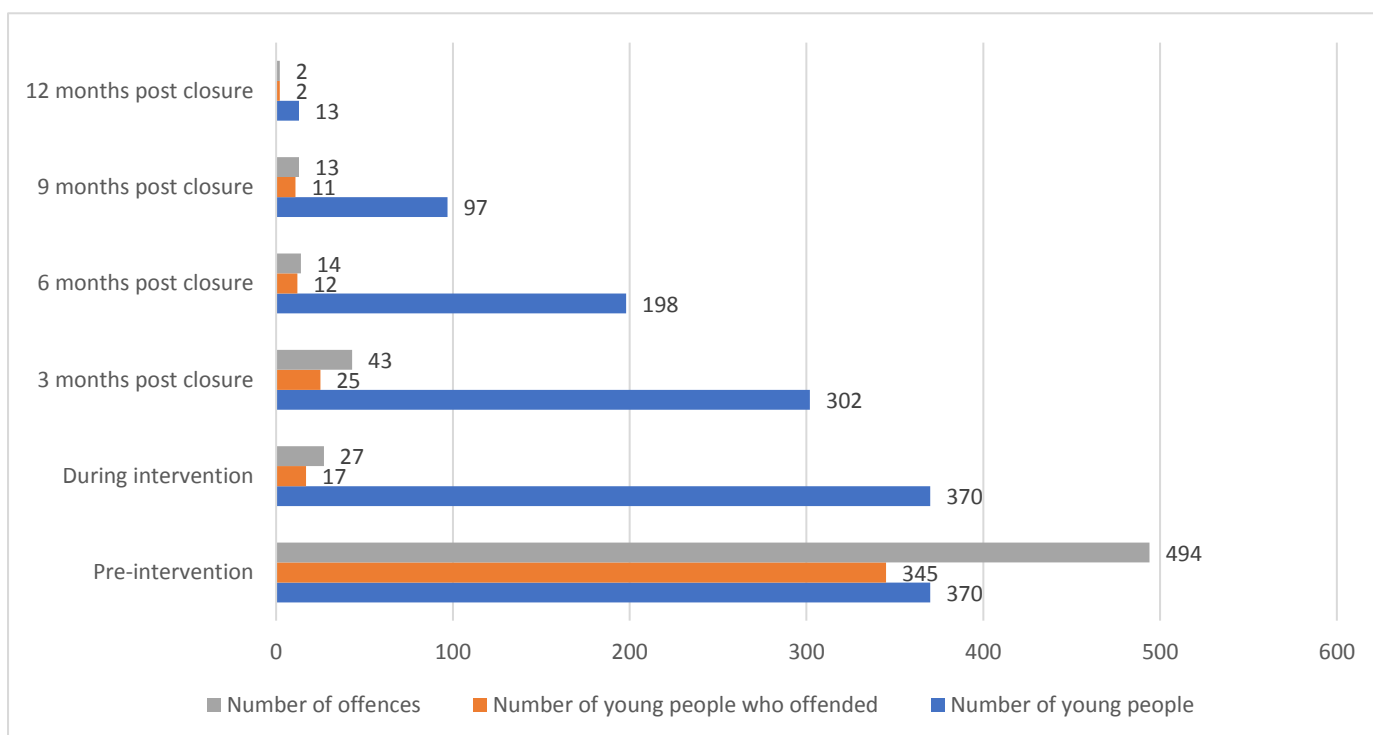


Chart 13 – number of young people completing the programme and the number of young people who have offended, and the number of offences committed 1st April 2021 – 31st March 2022.

10.4 Post closure data continues to be strong year on year demonstrating the impact of early intervention and effective sustainability planning with a significant number of young people not offending during or post closure. The year-on-year outcome data is also encouraging with the current year projecting improved outcomes on the same period last year. It is anticipated that as the team continues to build their knowledge and experience that this trend will continue.

11. Impact on First Time Entrants and number of young people on statutory orders

11.1 The team was established to have an impact upon the rate of FTE's which were higher than the regional and national averages and have been for some time. It is encouraging that such a huge reduction is being evidenced.

11.2 In addition to the significant reduction in first time entrants there has been a reduction in the number of young people receiving statutory orders across all Court disposals except for a small increase in the number of Youth Cautions and Youth Conditional Cautions between 2021/22 compared with the previous year.

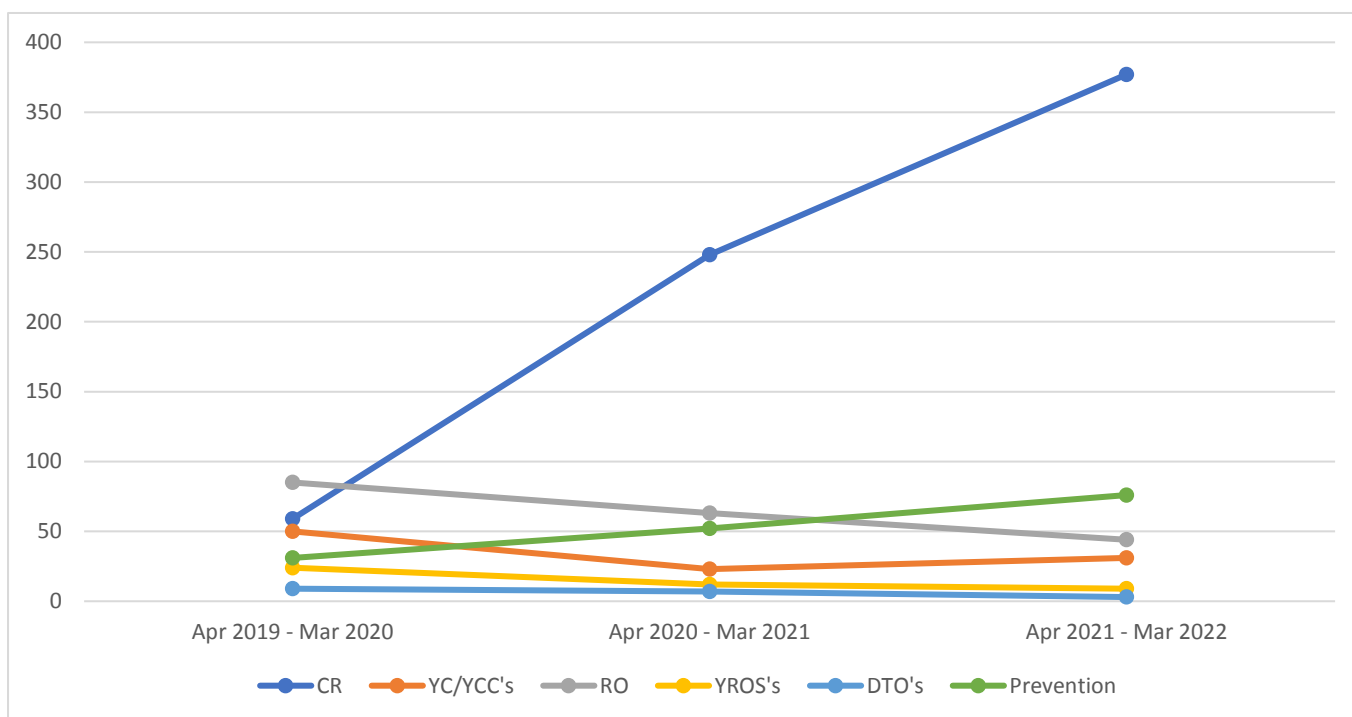


Chart 14 - Graph shows the number of disposals since April 2019.

Year	CR	Prevention	YC/YCC's	RO	YROS's	DTO's
Apr 2019 - Mar 2020	59	31	50	85	24	9
Apr 2020 - Mar 2021	248	52	23	63	12	7
Apr 2021 - Mar 2022	377	76	31	44	9	3


11.3 The table and graph above show the significant impact of early intervention, and the reduction of young people receiving Court convictions and escalating through the Criminal Justice System. The figures represent a 53% decline in the number of young people receiving a Court order 2019/2020, compared with 2021/2022. Despite the slight increase in the number of Youth Cautions and Youth Conditional Cautions in this last 12 months compared to the previous 12 months there is still a 38% reduction between 2019/2020 and 2021/2022.

11.4 The early identification and intervention through the Police issued Community Resolutions and referrals for preventative intervention will continue to impact upon first time entrants. These young people would have had to continue offending or have committed more serious offences before coming to the attention of the service and receiving support. It is well documented that earlier intervention has a greater impact, rather than delaying interventions until young people are more entrenched in offending behaviours. The case management and diversity panel are actively looking at siblings of the most serious offenders to ensure wrap around services are provided and timely referrals made, this approach has also been adopted to include the identification of siblings at the Serious Youth Violence Joint Action Group.

11.5 There were 25 first time entrants, (FTE's) during this quarter, 10 young people became FTE's due to knife offences, this excluded them from being eligible for a Community Resolution. The remaining offences included 3 young people convicted of possession of a class A substance with intent to supply and 3 for motoring offences. The remaining young people had committed violent offences or, had previously received a Community Resolution therefore making them ineligible for a further one.

11.6 Court officers always consider the appropriateness of a young person being referred to the Out of Court Disposal panel rather than progressing through the Courts and discuss this with the legal representative in Court, this is to ensure only those young people that really need to be, are progressed through Court.

12. Recommendations and Key Priorities

<p><u>1</u></p>	<p>Relaunch of the Prevention Team to the 'Early Intervention Team'.</p> <p>This will promote awareness of the programme through presentations and networking events across the Police, education, community sector and Youth Service.</p>	<p>The launch of the Early Intervention Team is planned for May 2022.</p> <p>A 'pen picture' of the team has been produced to show who the team are, and this will be used to promote and build awareness of the team.</p> <p>The 'pen picture' can be viewed here:</p>  <p>Early Intervention Team Pen Picture.ppt</p>
<p><u>2</u></p>	<p>To scope the CCE requirements and offer from the Prevention Team.</p>	<p>There is increasing need for the team to be involved in the education and prevention of young people being exploited and this needs greater exploration with Children's Social Care to revisit roles, responsibilities, and pathways.</p>
<p><u>3</u></p>	<p>To embed the Quality Assurance Process.</p>	<p>New assessment tool has been designed and trialled.</p> <p>Peer quality assurance is being embedded in practice.</p>
<p><u>4</u></p>	<p>Community safety work and linking with community safety teams and School Liaison Officers.</p>	<p>The team has continued to support Police operations.</p>
<p><u>5</u></p>	<p>Continue to work closely with the Police to identify young people most at risk becoming involved in criminality.</p>	<p>The Prevention Officers continue to be geographically based across the city has helped to forge positive relationships with local officers to identify young people at risk of criminality. Data is captured to monitor the number of referrals received from the Police.</p>

		The current increase in Police issued Community resolutions demonstrates the progress being made in this area.
<u>6</u>	Working within primary school settings – the early data analysis identified young people who may have struggled during the transition year from primary to secondary school, however, were not identified as needing additional support. This work needs to be developed in partnership with education.	Several primary schools have contacted the team to discuss individual young people and have referred into the team. Additionally, schools have identified a need to consider more group work in schools around knife crime and this will be explored in conjunction with the Youth Service.
<u>7</u>	Serious youth violence – as mentioned previously in this report work is underway to identify siblings and associates of young people involved in offending. This work can be developed further by working closely with the Police, Social Care, Health, Probation, MAPPA, and other partners to identify young people at risk of becoming involved in offending and serious youth violence and put appropriate interventions in place to divert young people away at the earliest opportunity.	<p>This is a standard item on team meetings within the service. Additionally, the team is working closely with Social Care and the Police to identify young people at risk of committing serious youth violence, including those involved in gangs.</p> <p>Some of the young people currently receiving intervention demonstrates the work being progressed in this area including young people involved in and at risk of Child Criminal Exploitation.</p> <p>Working closely with Children’s Social Care in ensuring Public Protection Notices, (PPN’s) received from the Police following a young person’s arrest for a violent offence are referred for preventative intervention whilst they are released under investigation.</p> <p>Team Manager attends the Serious Youth Violence Joint Action group meetings.</p>
<u>9</u>	To monitor the impact on the number of statutory cases open to the CYPJS. The expectation would be that over time there will be a reduction in court orders open to the service because of the Prevention team. This will lend itself to a further potential realignment of some resources as appropriate.	Mechanisms are in place to monitor the tracking of young people entering the formal justice system and their journey prior to this to ensure there are no missed opportunities to have engaged them earlier. This includes the monitoring as outlined in this report in relation to offending post intervention to evidence the effectiveness of the intervention.

Appendices 1

The Alternative Provision Specialist Taskforce – Quarter 4 update

1. Introduction:

- 1.1** The Alternative Provision Specialist Taskforce (APST) project is a new pilot funded by the Department of Education (DfE).
- 1.2** A pilot that is funded for two academic years. The APST initiative is built on the understanding that by having localised teams of specialists embedded within Alternative Provision (AP) settings, pupil outcomes (in terms of reducing serious violence) will improve. 21 Alternative provider settings from across the county have been selected. These schools have been chosen because they are in serious violence hotspots.
- 1.3** Co-locating this workforce full-time in AP should remove the need for referrals to outside services and provide opportunities for practitioners to build trusted relationships with AP pupils.
- 1.4** The specialist team comprises of a; Speech and Language Specialist, Mental Health Worker, prevention officer, two Family and Youth Support Workers and a Post 16 Transitional Coach.
- 1.5** The APST prevention officer has been appointed from within the CYPJS and is working within Carisbrooke (LPS) three days a week, as part of the taskforce: whilst still reporting to CYPJS Early Intervention manager as their line manager.
- 1.6** Pupils in Key Stages 3 and 4 full time at Carisbrooke will be the focus of this pilot's evaluation. Risk of offending will need to be identified for prevention officer to work with a case. Student's attending three days or more at Carisbrooke will also be included in the cohort due to likelihood of processing to fulltime.

2. Key Aims of Prevention Officer within APST:

- 2.1** To be part of bringing together local partners drawn from across health, education, social care, youth services and youth justice to create the specialist taskforce in the AP school.
- 2.2** To rigorously test the quality of implementation and impact on pupil outcomes such as truancy, NEET rates, behaviour and mental health and wellbeing over the 2 years of the pilot and beyond.
- 2.3** For APST prevention officer to work as part of the team with the aim of reducing offending/first-time entrants to the CJS or Criminal Exploitation. (Intervention will directly correlate to the Early Intervention Team's prevention officers, however, practice can differ due to the difference with delivering in school setting to a specific cohort and working along other professionals within the team.)

3. Data

The nature of working with young people in alternative provision, with mostly permanently excluded cases means that there is often a fixed cohort. The current number of active cases are 35. There has been a total of 48 active cases since launching in November. There has been a total of 13 cases closed with only two closing from lack of engagement and the remainder closing by mutual agreement, following successful intervention or due to a change in provision. In the situation of a change in a provision transitional support was provided. In relation to young people working with APST prevention officer, there are 6 active cases. Overall, the APST prevention officer has worked with 11 cases.

4. Case Study Example

A young person at Carisbrooke with high complex needs presented as high risk of offending due to the time that he was not in school. This high person has been deemed challenging to work with in the educational setting and there placed on a 1:1 reduced timetable from 9:30-11am. Thus meaning that he has only been accessing 1hr30minutes of education each day and then is in the community being disruptive and involving himself in anti-social behaviour. This young person has a EHCP and therefore funding is available. By the prevention officer providing a report of how this young person's lack of education is increasing his risk of offending, access to that funding was given. The prevention officer, through communication/ agreement with schools and family, was able to identify an appropriate alternative

provision (Goldhill's Adventure Playground) and organised the young person attending. This young person is now in education 9:30 – 11am only two days a week, down from five days, and then for the remaining three days he is in an education setting from 9:30-14:30pm, in provision that can meet need. Not only is this reducing his risk of offending, but it is allowing for positive peer association, not previously possible on a 1:1 programme. Intensive support and a gradual transition allowed for this to not be overwhelming for the young person. The prevention officer also worked to get his ADHD medication given at school for better regulation and mum was struggling at home. In addition to the above, I meet with this young person once a week to creatively work through an intervention plan looking at risks, identity, peer relationships and taking responsibility.

5. Progress to date and ongoing developments

- 5.1** This quarter has seen the appointment of the Speech and Language Therapist who is now integrated within the team, working alongside the other professionals.
- 5.2** The team is still awaiting the appointment of the mental health worker, however, there has been progression with this. There is a provisional start date for a CBT Therapist for the 9th of May.
- 5.3** The team are much more integrated into the centre and the way of working has developed as the team has progressed, staff are aware of the team and actively seek out advice and guidance. In addition to informing our practice with their knowledge of the young people.
- 5.4** The team are in the process of developing group work to deliver across the centre, to target the issues that young people are collectively processing and managing.
- 5.5** The prevention officer has been able to develop relationships with parents, as per usual practice, however with the added benefit of assisting their communication with their child's educational setting. A paramount link needed to ensure appropriate support for the young person.
- 5.6** The prevention officer has been able to assist with linking the young people, families, and centre with services otherwise not available I.E the specialist youth offending CAMHs team.
- 5.7** The team needs to develop its ability to measure impact. Ideas in process to allow for this, is the development of a APST closure form, intervention plan reviews with young person and evidencing of work in case studies etc.
- 5.8** An additional next step is for specialists within the team to deliver training to inform the practice of the staff within the centre. For example, Speech and Language helping classroom leads embed skills into the classroom.

6. Summary

This quarter has seen the team become more embedded within the centre with the work that they are delivering. The speech and language specialist is now active in post and carrying out assessments on the full cohort. The prevention officer's role with reducing the risk of offending has been significant within LPS. This is in relation to the direct intervention but additionally due to the networking possibilities it has enabled the school to access. The team is working creatively to integrate interventions and support into the educational setting but also in the community, so support is fluid, applicable and sustainable throughout all areas of the young people's lives.

Appendices 2

Early Intervention Quality Assurance Tool

<u>Case Details</u>	
Young Person:	Prevention Officer:
DOB:	Team Manager:
Auditor:	Date of Audit:
Was the Case worker interviewed? Yes/ No	
Date feedback was provided to the allocated worker:	

<u>General Overview</u>
Pen picture:

<u>Assessment</u>	
What's working well:	Areas for Improvement:
Any additional comments:	

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Intervention Planning	
What's working well:	Strengths/Areas for Improvement:
Any additional comments:	

Intervention delivery and reviews	
What's working well:	Strengths/Areas for Improvement:
Any additional comments:	

Sustainability Planning	
What's working well:	Areas for Improvement:
Any additional comments:	

Please record your findings for each section in the tables below. Each section should have its' own rating utilising the following OUTSTANDING (O) / GOOD (G) / REQUIRES IMPROVEMENT (RI) / INADEQUATE (I). You will then assign an overall judgement, utilising the same ratings.

	Outstanding	Good	Requires improvement	Inadequate
Assessment				
Intervention planning				
Intervention delivery and reviews				
Reviews				
Sustainability				
Overall rating				

Management Oversight

Summary:

Actions For Improvement:

Action Required:

By Whom:

Timeframe:



SUMMER ARTS COLLEGE 2021

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Appendix 11

WHAT IS THE SUMMER ARTS COLLEGE?

- The Summer Art College will provide young people an opportunity to get involved in a range of Art projects such as:
- T-shirt Printing, 3D printing, Film making, Music, Photography, Media, Drama, Graffiti (Mural).
- Throughout the three weeks there will also be an opportunity to attend several trips which will develop young people's confidence and feel part of a team.

SUMMER ARTS PROJECTS ARE PROVEN TO:



Increase educational engagement



Facilitate transition to mainstream education and employment



Reduce reoffending



Significantly improve literacy and numeracy



Offer accreditation through 3 levels of [Arts Awards](#) (Discover, Explore and Bronze)

Qualification Info



Discover is an introductory certificate

Explore is an Entry Level 3 qualification

Bronze is a Level 1 qualification

Silver is a Level 2 qualification

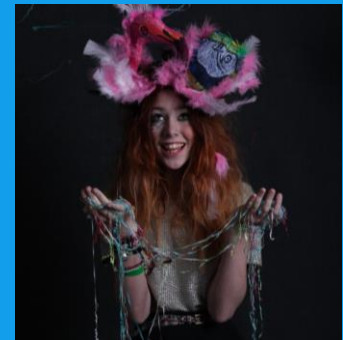
Gold is a Level 3 qualification (16 UCAS points attached)

More info at
artsaward.org.uk/qualification

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Cranborne Middle School



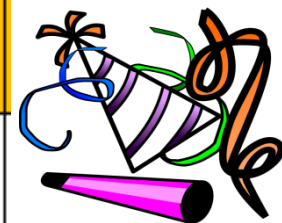
Bodmin College

SAC Timetable 2021



Induction 23rd July 2021- Phoenix Arts

Monday 26th July	Tuesday 27th July	Wednesday 28th July	Thursday 29 th July	Friday 30 th July
<i>Survey Monkey -Laptop</i> Photography - pedestrian	Print Works	Photography - Pedestrian	Curve	Curve – Grease
Monday 2 nd August	Tuesday 3 rd August	Wednesday 4th August	Thursday 5th August	Friday 6th August
Graffwerk	Graffwerk	Graffwerk	Graffwerk	Graffwerk
Monday 9th August	Tuesday 10th August	Wednesday 11th August	Thursday 12th August	Tuesday 5 th October
Soft Touch Music	Soft Touch Create a Mural	Soft Touch Music	Soft Touch Music	@ Soft Touch Show and tell Performance



85

KHUSH KALI

Working across collage, drawing, textiles, digital media, sculpture, video and text, Khush uses the remixing of patterns, images, rituals and processes to explore identity, cultural heritage, personal history and the everyday experience of the urban environment.

88

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Khush has exhibited in the UK, USA and India. Her work is held in the public collections of the City of Leicester Museums Trust and De Montfort University and also in private collections in Canada, India, Malaysia, the Netherlands and New Zealand. She has a BA (First Class) and MA in Fine Art from De Montfort University, Leicester.

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She is passionate about inclusive and accessible art-making for all and has facilitated art workshops for children, young people, elders, people with mental health needs and people who are incarcerated.



Augmented Reality

Overlays digital images onto your view of the real world, often through a smartphone.

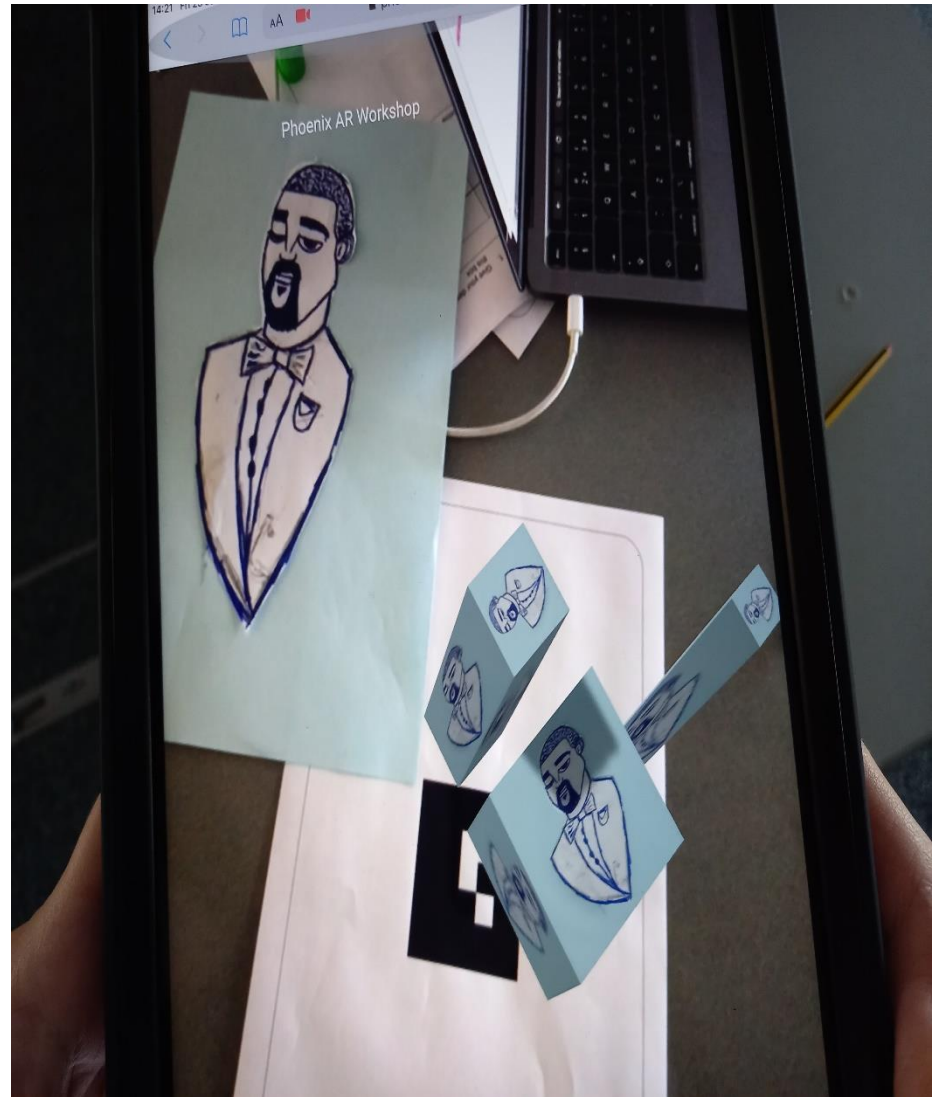
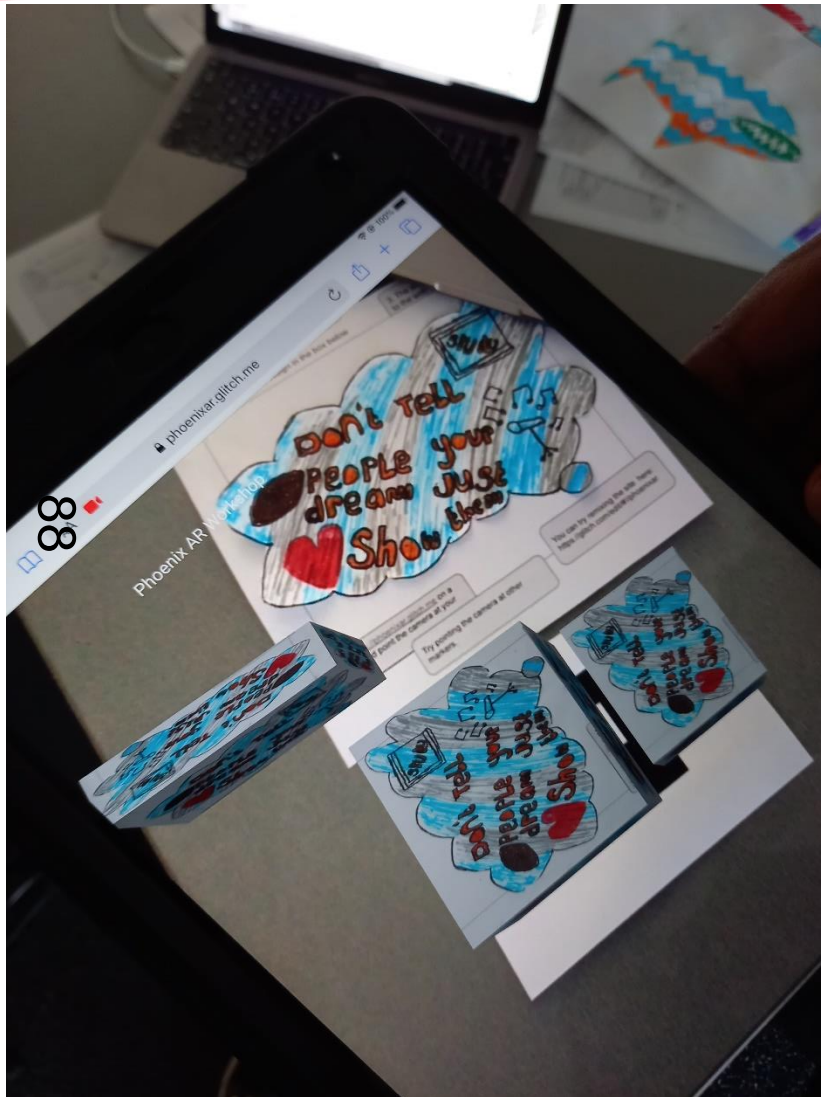


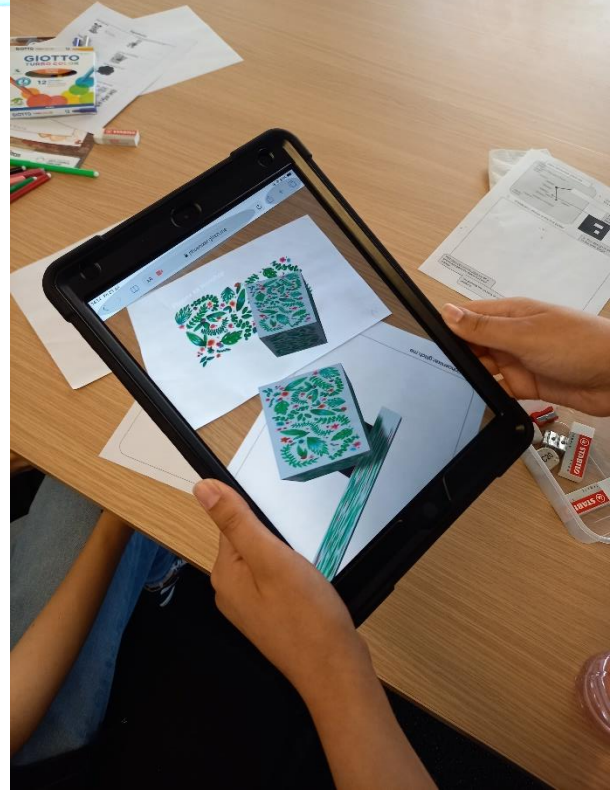
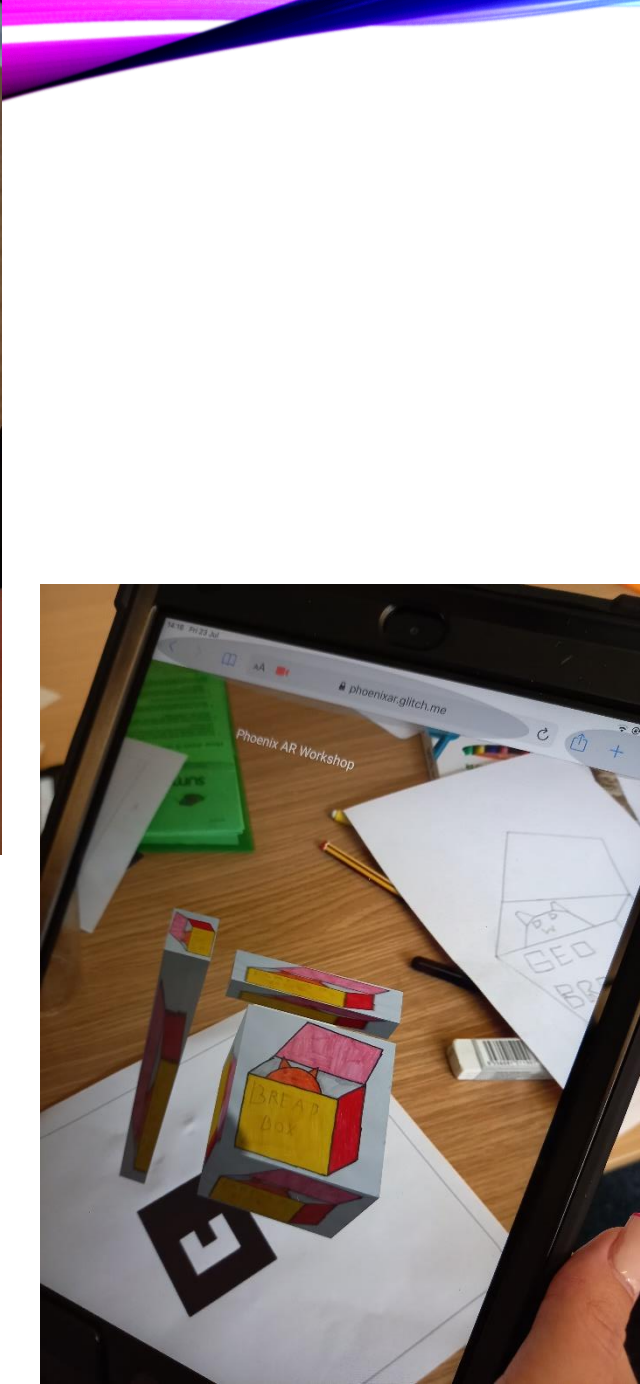
Virtual Reality

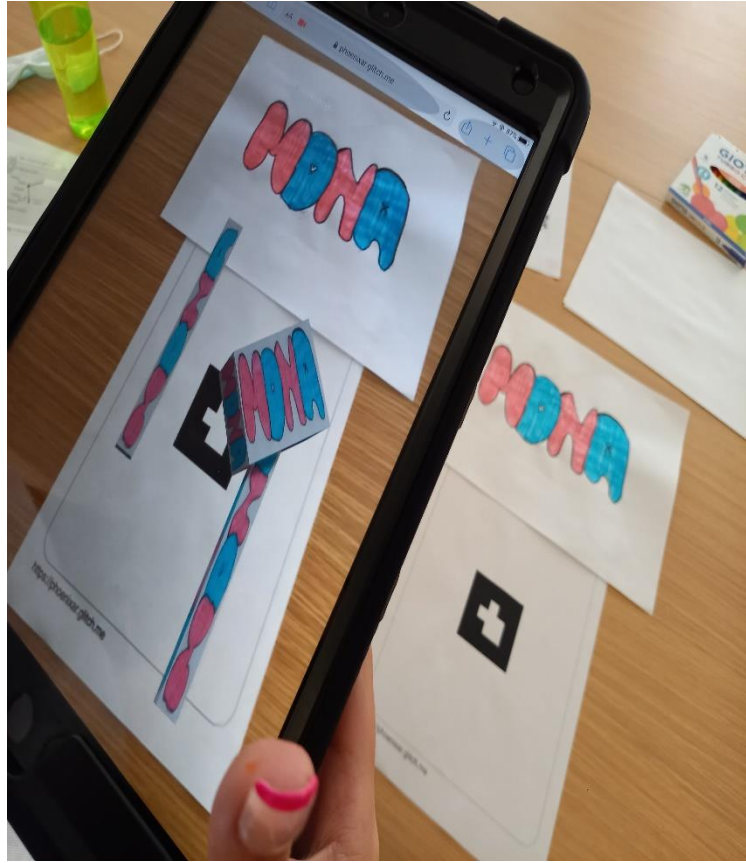
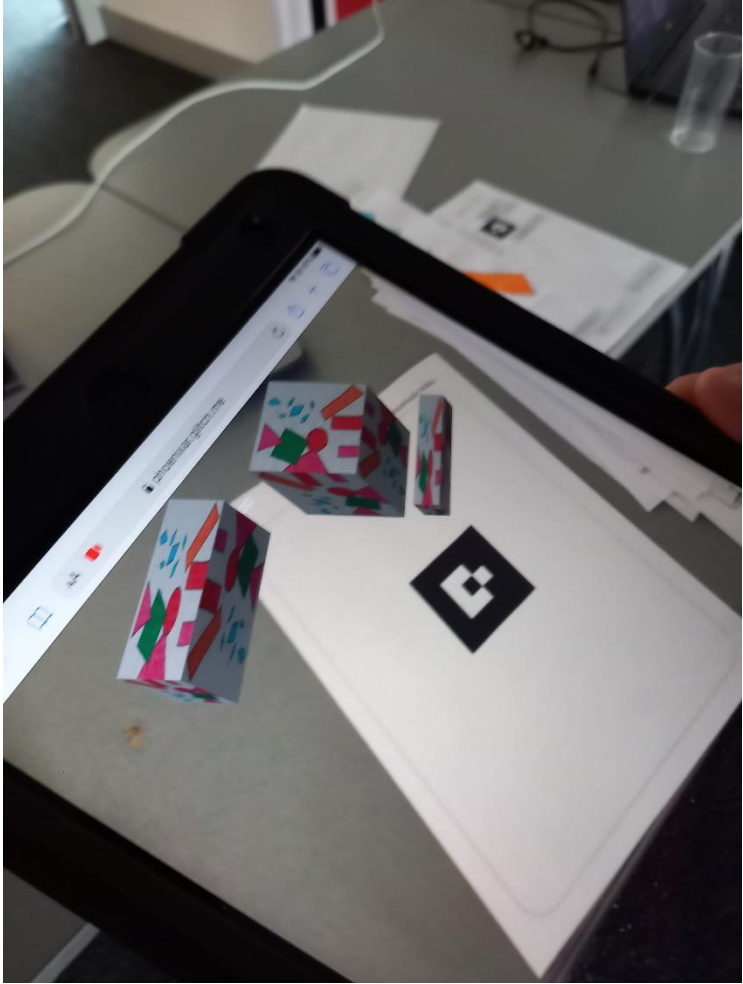
Primarily uses a headset to create an immersive 3D experience.



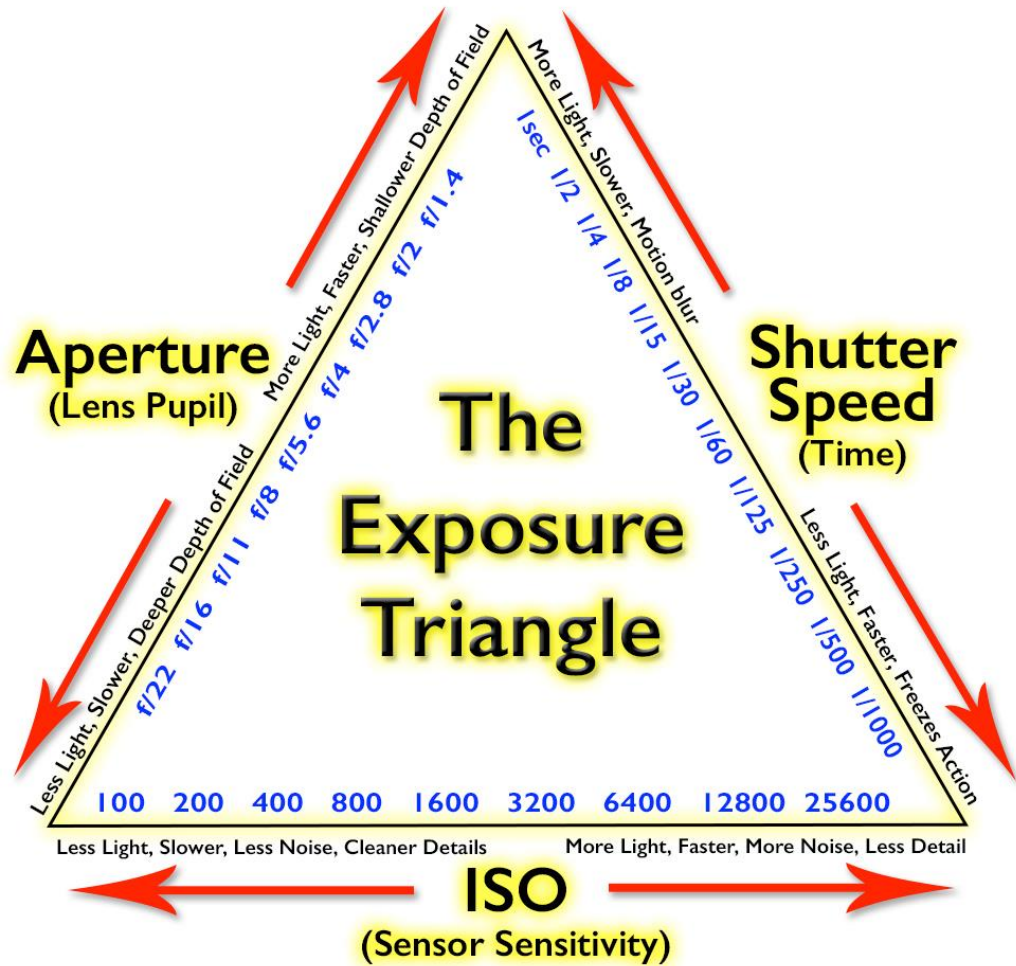
AUGMENTED REALITY







PHOTOGRAPHY - WITH ALEX @ PEDESTRIAN

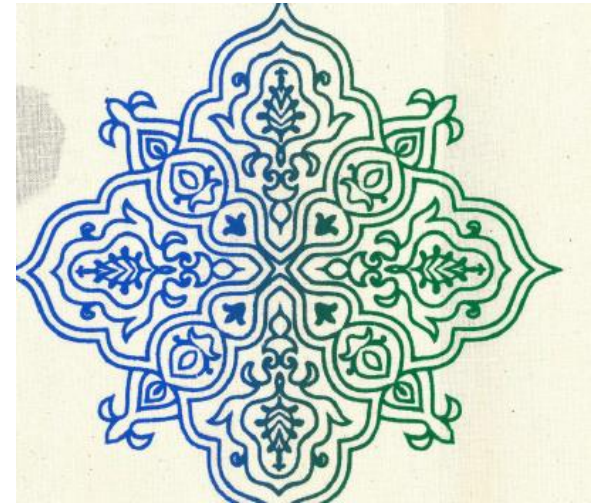


LIGHT GRAFFITI



SCREEN PRINTING @PRINTWORKS

94



BARRY BULSARA

- Prints sold and found all around Leicester

95



'BE WHO YOU ARE
AND SAY WHAT YOU
FEEL, BECAUSE
THOSE WHO MIND
DON'T MATTER
AND THOSE
WHO MATTER
DON'T
MIND.' Dr. Seuss



CURVE THEATRE LEICESTER

96

- Loved You Peter!!!

“ The Lighting and stage
made the show look more
alive and joyful”

“great experience”

“10/10 – loved the dancing,
singing and the energy”



SAM GRUBB!!

- A street art tour
- Art and design using graffiti paint

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GRAFFITI WALL :
TODAY IS A GIFT
THAT'S WHY WE
LIVE IN THE
PRESENT!!



Where: 50 New Walk, Leicester, LE1
6TF

What will be involved ?

- Music and music technology workshops
- Instrumental and vocal workshops
- Produce a group musical production



SUMMARY OF SUMMER ART COLLEGE

- All 10 young people enjoyed the Summer Art College “wish it was for longer”, “my best summer”, “kept me out of trouble”
- Achieved Art Award (Discover, Explore and Bronze)
- “Helped me with the transition from school to college as I built my confidence on the programme”
- “provided me with routine and structure making going back to school easier”
- Out of the 10/8 y/p have since re-engaged in further ETE.
- Y/P continue to access art activities (soft touch)
- Early revocation granted on two cases – increase in maturity and reduction in risk.

AWARD CEREMONY



Thank You Everyone!!!!!!!
It's a wrap!!!



Aims and Objectives

The aims of Leicester Children and Young Peoples Justice Service (CYPJS) are to prevent youth offending and reduce re-offending and the use of custody for young people. This is achieved through working in partnership to deliver services that ensure young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without further offending. This service plan underpins the annual partnership Youth Justice Plan which is owned by the Leicester Youth Justice Management Board (YJMB) to provide an overarching set of key priorities for the service and partnership, with the strategic action plan ensuring priorities are met.

What we will now achieve

A partnership approach to ensure children and young people who are at risk of or offending and their families are supported to achieve the best outcomes for them, particularly in relation to the 5 key indicators:

1. Reducing first time entrants
2. Reducing reoffending rates
3. Reducing the use of custody and remands
4. Increasing the numbers of young people in education, training and employment
5. Appropriate accommodation

103

How we will do this

- Actively listen to children, young people, their families and partners through a robust participation approach to the services work. Completing full self-assessments that are threaded through all assessments processes.
- Robust and comprehensive assessments utilising the evidence-based ASSET PLUS framework and adhering to National Standards.
- Quality of YOS work will be subject to a robust QA process, in line with HMIP criteria.
- Ensure Troubled Families transformation and a whole family response is embedded within YOS processes as part of Leicester’s Early Help Strategy.

How we will know when it’s working

- Improved service user satisfaction, engagement with services and evident involvement in, influencing decision making, shaping and design of service provision. Assessments clearly identifying the wishes and voice of the service users throughout.
- Audit activity reflects good quality practice across service delivery and casework with baseline grading’s improved.
- Performance reports both compliance and improved outcomes through self-assessment, professional judgement and evidenced based methodology
- Increase in partner engagement with the Troubled Families programme resulting in increased PBR claims

Linked to identified action in

- CYPJS Performance & QA framework (QA)
- HMIP Inspections
- Ofsted 2017 recommendations (SIF)
- Learning from CLR (CYPJS serious case reviews)
- Learning from Serious Case Reviews (SCR)
- Leicester’s Early Help Strategy 2016-19

Glossary: Key Leads

- IS – Ivor Sutton
- KS – Kelly Summerfield
- BB – Brian Bodsworth
- DK – Derrick Kabuubi
- CH – Carol Hughes
- LT – Leadership Team

Key:	Action
	Completed
	On track
	Not started

National Standard 1 OCDP							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
104	Fewer young people dealt with by Courts when OOC options could have been used	Adopt panel pre assessments, utilising the prevention assessment framework for outcomes that are likely to be community resolutions and Asset + for Youth cautions.	CH/IS	JUNE 22	Young people assessment to support OCDP.	Pilot Prevention assessment from June. Consider taking out ethnicity on screening from to ensure no unconscious bias at panel.	
		QA of OCDP scrutiny i.e. whether different outcome could have been offered?			We better understand decision making that impacts on outcomes for young people Success via completion of audits and continual oversight of FTE performance via KPI reports	OCDP scrutiny terms of reference reviewed, to be signed off within custody policy.	
1.2	Cases are removed from Court lists where an OOC disposal is a viable alternative	Triage reviews with CPS on cases listed for court to investigate whether cases could be dealt with via OOCDP			More YP will be dealt with outside of a damaging formal system Success via KPI measures and feedback from Court Team Manager		
1.3	CYP have access to pre -court information.	Create a police/CYPJS young person's guidance.	CH	JUNE 22	All young people understand what happens/next steps when arrested.	Outline of process and information agreed.	
1.4	Victims' views and safety are given	Increase the amount of direct victim participation	CH	JUNE 22	CYP have greater awareness of impact of their behaviour, victims	Service task finish group agreed 15-point action plan: Embedded.	

	greater consideration and are better captured in assessments and plans				feel safer and understand outcomes for CYP who have offended		
1.5	Liaison and Diversion improved communication.	Revision of existing protocols.	CH	JUNE 22	All young people engaged by L and D are recorded on CAPITA.	Draft process outlined.	
1.6	Achieving the best practice outcomes for children as identified in the Crest Advisory Reduce FTE into YJ system in Leicester City	Increased pre court data sharing. YP Cohort Management Examining the effectiveness of out of-court disposals and diversion programmes (CR Team and REACH Team) Develop local protocol on reducing FTE via joined up work with the Police and CPS, to include use of low-level interventions where guilt not admitted but YP willing to work with CYPJS	BB	SEPT 22	Effective cohort management of young people at risk. Young people provided with the right service. Partnership agreed responses. Leadership focus on the delivery of and awareness of prevention across the whole service, specifically in relation to delivery/cohort and the possible realignment of future budgets.	Monthly joint police/CYPJS operations meeting established. Sharing of police SV data with CYPJS ISFC processes.	
1.7	Robust understanding of the impact of OCDP process.	Quarterly OCDP report to be provided.	CH	JUNE 22	Managers to feedback performance on their remit areas – enables closer relationship with		

National Standard 2 COURT								
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG	
106	2.1	The service addresses all Requires Improvement areas in the National Standards Self-Assessment	By ensuring the YOS is utilising the full range of sentencing options.	KS	JUNE 22	Increased range of internal and external controls work. Potential to maintain low custodial sentences and reduce re-offending Success via re-offending rate improving, custody rate remaining low and success measured via KPI's	PSR congruence audit completed quarterly.	
	2.2	Need to Improve the evidence that officers have informed YP and carers/family of the order and clarify their understanding	Review of information provided to CYP/families Adjournment notice to be reviewed.	KS	JUNE 22	To improve YP awareness of court processes and encourage their participation in the process as well as being clear about the outcomes. Meeting NS.	Adjournment notice amended, to provide a prompt to confirm understanding of YP/parent/cares.	
	2.3	Strengthen the voice of young person in the PSR which can be as part of reflection from their self-	PSR QA processes to be reviewed, including gate keeping. Establish supported guidance so that CYP are able to have	KS	JUNE 22	As part of participation agenda to encourage a greater involvement by young people in all parts of the CYPJS processes. To improve awareness of diversity needs for all young people and	KS to review participation action plan in relation to court processes. The Youth Service and CYPJS are creating a combined website where information on Court processes etc could be located.	

	assessment and PSR interviews.	<p>their say in court when asked by magistrates.</p> <p>Court leaflets/web page to be redeveloped. Interactive approach for YP – co produce it. Ensure diversity needs are met.</p> <p>Court observation to take place monthly.</p> <p>Breach quality assurance processes to be reviewed and developed to inform best practice.</p>			family members and ensure the service offers all YP opportunities to equal access to service areas. Meeting the needs of all YP and making sure processes and services meaningfully engage with all YP.		
107	<p>Court User group to have robust oversight of processes and outcomes.</p> <p>relaunch/TOR/training/links to board/Stake holder</p> <p>Feed back</p> <p>Magistrates feed Back</p>	<p>Revision of the terms of reference. Joint magistrate training and QA activity.</p> <p>Establish routine feedback from magistrates.</p>	KS	JUNE 22	Improved communication between CYPJS and courts/recommended service improvements agreed.	County and City service manager have met to review the TOR.	
2.5	Revision of bail support options	Bail Support, review of bail support options available to the court.	KS	JUNE 22	Court will be clear of options available.		
2.6	Communication with custodial settings.	Communication with Youth Custody Service via YJAF for custody	KS	June 22	More effective communication with secure estate	Work in progress to review process.	

		sentences			Success indicator will be having access to YJAF and staff trained to use the system		
National Standard 3 In the Community							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
108	Ensure service delivery on all levels is informed by children and young people.	Continue participation strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service.	LT	June 22	Voice and lived experience of the child and young person informs all aspects of service delivery.	Participation Plan pledges reviewed bimonthly	
		Co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes.			Co-produced plans replace 'Pathways and planning' (for all pre- and post-court outcomes/disposals, with the exception of young people in custody where there is no resettlement plan).	Thematic QA audit completed February 22. Recommendations from audit shared. Further thematic audit planned.	
3.2	Disproportionality is closely monitored	Support the task and finish group chaired by a member of LYJMB to look at disproportionality within the youth justice system.	LT	June 22	To ensure breach rates are comparable to young people who are not identified within above groups.	Disproportionality action plan updated bimonthly. Disproportionality benchmarking exercise took place during March 22	

		To check the summary disproportionality data on an annual basis in order to understand the latest position and any trends in over-representation of any ethnic groups in the local YJS in order that progress may be tracked.			Formal report presented to LYJMB in 2022 with a full report a year on. LYJMB are assured that this has been fully explored with appropriate recommendations implemented to address disproportionality in within CYPJS.	Task and Finish group will be re-convened, with reps at all levels with CYPJS to: <ul style="list-style-type: none"> Review actions using SOS approach Review data aligned to local reporting by wider ethnicity data. Update to be provided to LYJMB June 22	
3.3	Serious Incidents Policy is in place	Update policy for serious incidents	DK	June 22	Clear process, opportunity for learning from serious incidents and success via completion and sign off of policy via YJPB		
604	Victims' views and safety are given greater consideration and are better captured in assessments and plans	Increase the amount of direct victim participation	CH	June 22	CYP have greater awareness of impact of their behaviour, victims feel safer and understand outcomes for CYP who have offended	Service task finish group agreed 15-point action plan. Victim Officer in post from April, to deliver plan from June.	
3.5	Ensure the CYPJS can deliver a hybrid model of support to CYP and families. Service wide evidencing of SOS methodology.	Develop a suite of face to face and on-line interventions Ongoing review of adherence to SOS methodology and SOS training.	LT	Sept 22	CYP can access effective interventions that can be tailored to learning style. Success via clearly written framework shared with the service of interventions/what can be offered face to face and remotely. SOS methodology evident in practice.	SOS embedded into aspects of practice and reviewed through QA processes. SOS training ongoing.	

3.6	Clearer arrangements for matrix management of young people/families in Early Help Localities.	Review the management of young people and families with Locality Team Managers via matrix arrangements to clarify responsibilities	BB LH	June 22	Clearer management arrangements, improved understanding of joint aims of services		
3.7	Parents are better able to manage behaviour of CYP involved in CYPJS and do not become reliant on statutory services for support	Parental Conflict/ Positive behaviour strategy training to be delivered to parents of CYP known to CYPJS	CH	Sept 22	Parents are better able to manage CYP behaviours, less need to refer into statutory services Success via delivery of training. Measurement pre and post programme of parent's confidence in managing behaviour	Parental conflict training offered to service.	
3.8	Reduce volume of motoring offences in the service	Work with Police and Fire and Rescue Services to develop a bespoke RTA programme for targeting schools in key hotspots	IS/DK	Sept 22	Reduced risk associated with RT offences, reduced FTE and volume of offending. Success measured via implementation of programme and RT offending		
3.9	Revisit induction process and forms that YP and families complete.	Review of the induction paperwork through disproportionality task and finish group members and the participation champions	LT	Sept 22	Children and parents are clear of expectations and that this is clearly recorded in the system – diversity needs, and self-identity are clearly considered during this induction and appropriately responded to.		

3.10	To promote effective practice around building pro-self-identity.	To utilise NACRO checklist to evaluate CYPJS approach against the 5 C's to promote pro- social identity Improve evidencing in plans on how we promote a pro – social identity	DK	Sept 22	Self-identify work and pro-social modelling is improved within the service to increase positive outcomes for children and young people in youth justice.	Nacro Training has taken place in April 2021 and resources have been rolled out. Work has been completed in service meetings and team meeting to promote self-identity work with children. Warm Audits to be scheduled in July22 to measure the impact of this work .	
3.11	Robust reviews for young people across all disposals.	Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91).	LT	Sept 22	The rationale for the introduction of CRM's is to further enhance children's and families' participation	Training provided to all case managers in April. TM's following up in supervision.	
3.12 ↓ ↓ ↓	To further reduce the number of young people, subject to remands and custody, including children looked after.	Monthly review of LAC data. Increased risk management for all LAC. Development of preventative offer to residential homes.	LT	June 22	Ensure % of CLA open to CPJS is in line with the national percentage of 5%.	9 LAC open to service/per 100,000 = 5.2% Preventative offer (MYOH) being delivered to residential homes.	
3.13	CYP have access to have a trauma informed service.	Ensure children and young people have access to support that have Adverse Childhood Experiences (ACE'S) To ensure key performance measures are included in the CYPJS performance reports on quarterly basis.	KS	June 22	Consistency of approach by professionals in the city working with young people who have experienced ACE's	Working with eh ACE team to provide qualitative information. Training booked for new team members.	

3.14	Improve ETE outcomes for young people known to CYPJS	ETE action plan established post inspection. Service wide task finish group to support delivery of plan.	DK	Sept 22	<p>Reduce the numbers of NEET young people with a specific focus on those aged 16+/ Establish a greater range of occupational training opportunities for those children beyond compulsory school age</p> <p>To ensure the service continues to respond to the needs to children and young people on EHCPs.</p> <p>Ensure that all children have a comprehensive ETE assessment</p> <p>Monitor, alongside the local authority, key aspects of ETE work for children working with the CYPJS.</p> <p>Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child</p>	<p>Educational Psychology weekly clinics are in place. Reporting and QA process to be attached to clinics to monitor outcomes.</p> <p>SALT pathway to be updated and training delivered to workforce.</p> <p>Action plan established, awaiting outcome of ETE thematic inspection.</p>	
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3.15	The service Health Pathway is integrated into wider health pathways for CYP in the city.	Ensure issues in relation to CYPJS young people are identified and addressed across the whole system but specially in relation to LAC services SEND and therapies.	LT	June 22	CYP will be better integrated into wider health systems to ensure they are not left vulnerable when Closing. Success via clear framework that demonstrates linkages for CYPJS Health Pathway to wider health systems	Young people are screened as part of AssetPlus assessment and appropriate referrals are made. Health DASH board piloted April – June 22 Substance misuse pathways working effectively. Reporting and QA process to be attached to clinics to monitor outcomes. Qualitative information requested from TP	
3.16	Robust group offer across primary, secondary and tertiary levels.	Which Way Group offer. AC group offer Group work in schools. Youth group offer.	IS/KS	Sept 22	Young people access high impact group work at all levels. Young people gain shared knowledge. Engagement and impact measures are positive.	Which Way delivered termly. 12 AC sessions delivered a quarter. Bespoke schools group work delivery. Termly youth group work programme in place.	
National Standard 3 In the Community: Assess and manage risks associated with harm to others and safety/well-being to reduce risk associated with serious youth violence and child risk of exploitation							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
3.16	Improved join up between CYPJS and partners regarding CCE risks	Seconded YOS Police Officers/ISFC coordinator to attend CCE/missing meetings and feedback key information and gain access to CCE	DK	June 22	Improved intelligence more joined up safeguarding work and safer young people. Success via continued ROSH and other reporting processes.	Attendance in place, effective exchange of information being agreed.	

		tasking information to inform assessments and plans for CYP					
3.17	All staff have awareness of Child at Risk of Exploitation protocol	Staff are trained on new Child at Risk of Exploitation protocol	BB	June 22	Increased staff awareness, understanding of process, CYP are provided with support to be as safe as possible	Training booked for all. Training to update on LCS system booked.	
3.18	High Risk Policy reflective of CCE processes locally	Mini review of High-Risk Policy to ensure this reflects CCE Strategy and referral into strategy,	DK	June 22	CYPJS is working in line with all partners involved in CCE, clarity for practitioners and safe young people	DK reviewing risk policy	
3.19	Embed links with Community Safety team.	Ensure we have written and agreed framework for applications for CBO's and Civil Injunctions	BB	Sept 22	All parties are aware of process around applications and can have equal input into best way forward for a CYP INC use of OOC disposals to address need/risk Success via framework to be drawn up.		
3.20	The service is better placed to address hate crime	By disseminating the Hate Crime Course across all practitioners.	All TM's	June 22	Addresses any unconscious bias in CYP's offending towards other groups, thereby having potential to mitigate impact on groups with protected characteristics	Training disseminated, TMs ensuring all staff attend.	

Standard 4 Secure setting

Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
4.1	Understanding if young peoples need are met.	Collating children's views on experiences of both whether their diverse needs are met in custody and regards using secure transport	KS	June 22	Improved understanding of young people's views, ensuring this is fed back to YJB for transport and SMT for diversity, ensuring this is shared with secure estate	Views fed back through ASSETT+ Established links (although needs enhancing) with custodial establishments.	

		<p>to custody</p> <p>Robustly holding partners to account for poor resettlement planning</p> <p>To ensure all custody assessments are shared and incorporated within the services assessments and reviews. To attach assessments into documents</p>			<p>partners</p> <p>Young people have access to community services ready for release from custody.</p>		
4.2	To have a comprehensive Remand strategy	To work alongside the police to have a remand strategy in place. Comprehensive strategy shared by all for consistent approach. A national standard	BB/D K	June 22	Reduced number of YP being remanded overnight in police custody and remanded into youth detention.	Draft Children in Custody protocol out for partner comment.	
4.3	Enhanced communication with secure settings.	Develop communication effective communication strategy with the three key secure settings (Werrington, Weatherby and Clayfield's).	KS	June 22	An effective communication and information exchange checklist to be agreed as a working document with custodial establishments.	Communication protocol established with Werrington.	
4.4	Improvement in the administration and completion of reviews in custody.	Monitor the reviews in custody. Review self-assessments to be routinely completed. Encourage and support the attendance of	KS	June 22	Enhance children's and families' participation	<p>Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91).</p> <p>Training provided in April TM's following up.</p>	

		Parents/carers/professionals at review meetings.					
4.5	Improved communication with family network whilst in custody.	Strengthen links to family members and home visits as a standard and increase communication with YP in custody to ensure creative ways are used as well as standard visits. Increase communication with YP in custody to ensure creative ways are used as well as standard visits. Monitoring the post custody questionnaires for improved service delivery	KS	June 22	Service communications checklist established to ensure all forms of communication are established.	Custody deep dive Dec 2022: key actions embedded within QA action plan – good progress made.	

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Standard 5 Transitions and Resettlement

Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
5.1	Tailored plans for all young people who make a transition: Produced promptly and produced with active engagement.	Review of resettlement standards (7 pathways) and update resettlement policy. To revisit training on resettlement pathways with all case managers as part of review of resettlement policy.	KS	June 22	All transitions are supported. Ongoing assessment and intervention supported. To improve outcomes of young people whilst in custody and when resettling into the community.	Quality assurance is demonstrating progress in this area; however, accommodation isn't routinely included in the 7 pathways of resettlement plan and existing desistance factors are not routinely reinforced.	

		Accommodation frequently missing from the 7 pathways of resettlement in the plan.			Robust approach in place to holding services accountable when planning for young people.		
5.2	Quality assure and evaluate effectiveness of NPS Transition pathway to support the development of the NPS young persons team.	Joint QA of transition work between YOS and NPS evaluating quality of transition, reoffending rate post transition/breach rate/voice of YP/view of OM's on preparedness of YP for NPS supervision	KS	June 22	Greater understanding of efficacy of current transitions process, enabling adjustments where necessary Success via report and scrutiny via report to YJPB	Monthly meetings in place with NPS key leads. Transition policy updated in cooperation with NPS	
5.3	Ensure risk is understood across cases likely to have contact with NPS	Ensure key risk information is shared on cases likely to have contact with NPS to INC MAPPAs, high risk SWB and Rosh, younger children in the house	KS	June 22	NPS are fully cited on cases likely to come into their service and can make appropriate arrangements to manage said risks	Process in place, meeting date confirmed for early June to review.	
5.4	CYP with SEND need to make successful transitions to post 16 education from the PRU	Develop post 16 transition programme in partnership with PRU, Connexions, Post 16 providers for CYP attending PRU provision with additional (SEND) needs Update MAPPAs/IOM review and update specific guidance.	DK	Sept 22	Increased desistance factors, more positive transitions. Success via Connexions and CYPJS EET/NEET rates and 21-22 SIA data. Also, tracking of a cohort from		
5.5	Review of Release on temporary licence, pending	Awaiting directive/guidance from YJB	KS	Sept 22	ROTL considered throughout custody planning/resettlement.		

	the YJB review update CYPJS processess.						
6 GOVERNANCE							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
6.1	Leadership team and service members have greater connectivity to the board	<p>Quarterly board update provided to service. Service has platforms to provide feedback upon partnership pathways. Staff showcase good practice along with young people at the board. Board members invited to support delivery at service meetings and CYP celebrations</p> <p>Understand expertise, strengthening interface. Enhance communication Collective Board training. Review membership Leadership/Staff/YP interface.</p>	BB	Sept 22	<p>All members of the service understand the purpose of the board.</p> <p>Direct service communication with the board.</p>	Service members have attended the board but do not attend consistently.	
6.2	Board support aspects of service quality assurance.	Quarterly QA report provided to the board.	BB	Sept 22	All board members are actively involved in QA and can make	Quarterly QA report provided to the board.	

		Board members invited to review thematic audits. Board members to support NS review.			recommendation to improve practice.		
7 STAFF							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
7.1	Highly skilled workforce.	Quality conversations completed. Training needs analysis completed. Skills audit of work force completed. WFD development plan updated quarterly.	BB	June 22	Workforce has the knowledge and ability to provide services to children and families. Adapting practice to meet service users changing needs. Keeping abreast of policy changes.	Quality conversations in progress. WFD development plan updated April 22	
7.2	Highly contained staff.	Quality induction programme. Supervision/QC/Monthly team meeting/Quarterly service meeting/celebrations. Update paring policy Update allocations policy.	LT	June 22	Workforce evidence high satisfaction levels when completing H/S audit. Workforce feedback through supervision/team meetings/service meetings.	Induction programme currently subject to review. Service meetings/celebration scheduled throughout 2022.	
7.3	Develop volunteers and mentors.	Update volunteer policy. Develop mentor's framework.	CH/IS	Sept 22	Skilled volunteers to support RO panels and additional service delivery.	Draft framework for mentors created for review.	

					Mentors to support low risk prevention delivery.		
7.4	Student Placements	Establish structures across CYPJS and Youth to support SW/Youth placements.			2 student social workers and 10 student Youth workers are supported annually. Career progression and next steps is monitored.	4 students (1sw/4y) are currently in placements with the service.	